



**GREATER ORLANDO AVIATION AUTHORITY**

*Innovation Connecting the World*

**24-163- A- RFP**

**Customer Service Ambassadors - Location 1 Terminals A & B**

**November 1, 2024 - October 31, 2029**

**Contractor:**

**ABM Aviation, Inc.**

***Chris Simons***

Regional Account Manager – Aviation  
4151 Ashford Dunwoody Road, Suite 600,  
Atlanta, GA 30319

[Chris.Simons@abm.com](mailto:Chris.Simons@abm.com)

## Contract

This Agreement/Contract is made and entered into effective as of Oct 3, 2024 by and between the **GREATER ORLANDO AVIATION AUTHORITY**, a public and governmental body, existing under and by virtue of the laws of the State of Florida, hereinafter called the Aviation Authority, and **ABM AVIATION, INC.**, hereinafter called Contractor.

**WITNESSETH**, that the said Contractor, for and in consideration of the payments hereinafter specified and agreed to be made by the Aviation Authority, hereby covenants and agrees to furnish all labor, supervision, management, administrative oversight, supplies and all other items necessary or proper for, or incidental to, performing its obligations under Purchasing 24-163-A-RFP, Customer Service Ambassadors Location 1 at the Orlando International Airport, in accordance with the Contract Documents which consist of the Contract, Response Price Page(s), the General Information, the Special Conditions, the Specifications, the Terms and Conditions, the Federal Provisions, any Addenda issued prior to the execution of the Contract, and the Request for Responses, each of which are incorporated herein by this reference.

If the Contractor shall fail to comply with any of the terms, conditions, provisions, or stipulations of the Contract Documents, then the Aviation Authority may avail itself of any or all remedies provided in the Contract Documents, or which are otherwise available by applicable law or in equity, and shall have the right and power to proceed in accordance with the provisions thereof.

An extension of time for performance shall be the Contractor's sole and exclusive remedy for any delay of any kind or nature caused by Aviation Authority, and in no event shall Contractor be entitled to recover from Aviation Authority any indirect, incidental, special or consequential damages in any proceeding arising out of or relating to this Contract or the breach thereof.

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It is also agreed and understood that the acceptance of the last payment pursuant to the Terms and Conditions for work performed hereunder by the Contractor shall be considered as a release in full of all claims against Aviation Authority and its members, officers, agents and employees arising out of, or by reason of, the Contract obligations or work.

In consideration of the Contractor's obligations set forth in the Contract Documents, Aviation Authority agrees to pay to the Contractor upon satisfactory completion of such obligations, and subject to the Contract provisions, the compensation as set forth in **Response Price Page(s)** subject to such additions and deductions as may be provided in the Contract Documents and any duly approved and executed amendments thereto.

**IN WITNESS WHEREOF**, the said **GREATER ORLANDO AVIATION AUTHORITY** has caused this Contract to be executed in its name by its Chief Executive Officer, or designee, and the said Contractor.

**GREATER ORLANDO AVIATION AUTHORITY**



By: box SIGN 1V3Q39J4-4P7QXK2Y

Name/Title: Kevin J. Thibault  
CEO

Date: Oct 3, 2024

**ABM AVIATION, INC.**

**“CONTRACTOR”**



By: box SIGN 1X33W678-4P7QXK2Y

Name/Title: Brad Lurie  
Sr. Vice President

Date: Sep 26, 2024

**APPROVED AS TO FORM AND LEGALITY**

For the use and reliance of the Greater Orlando Aviation Authority, only.

Name of Law Firm: Nelson Mullins Riley & Scarborough LLP



By: box SIGN 1R68P9LD-4P7QXK2Y

Date: Sep 29, 2024

**Nongovernmental Entity Declaration Regarding the Use of Coercion for Labor and Services**

The Contractor acknowledges the following: Section 787.06(13), Florida Statutes, requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity, as defined in section 287.138(1), Florida Statutes, to provide an affidavit signed by an officer or a representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services as defined in that statute. The Greater Orlando Aviation Authority is a governmental entity as defined by and for purposes of section 787.06(13). Contractor shall complete the attached affidavit “**Nongovernmental Entity Declaration Regarding the Use of Coercion for Labor and Services**”.

**ATTACHMENT**  
**GREATER ORLANDO AVIATION AUTHORITY**  
**Nongovernmental Entity Declaration Regarding**  
**the Use of Coercion for Labor and Services**

Nongovernmental Entity's Name: ABM Aviation, Inc.

Nongovernmental Entity's FEIN: [REDACTED]

Authorized Officer or  
Representative Name and Title: Brad Lurie Sr. Vice President

Nongovernmental Entity's Address: 4151 Ashford Dunwoody Road, Ste 600

City: Atlanta State: GA ZIP: 30319

Phone Number: 4048243941 Email Address: brad.lurie@abm.com

Section 787.06(13), Florida Statutes, requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity, as defined in section 287.138(1), Florida Statutes, to provide an affidavit signed by an officer or a representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services as defined in that statute. The Greater Orlando Aviation Authority is a governmental entity as defined by and for purposes of section 787.06(13).

The nongovernmental entity identified above does not, pursuant to section 787.06(2)(a):

- Use or threaten to use physical force against any person;
- Restrain, isolate, or confine, or threaten to restrain, isolate, or confine any person without lawful authority and against her or his will;
- Use lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
- Destroy, conceal, remove, confiscate, withhold, or possess any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
- Cause or threaten to cause financial harm to any person;
- Entice or lure any person by fraud or deceit; or
- Provide a controlled substance as outlined in Schedule I or Schedule II of section 893.03, Florida Statutes, to any person for the purpose of exploitation of that person.

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

*Brad Lurie*

By: : box SIGN 1X33W678-4P7QXK2Y  
Authorized Officer or Representative for Nongovernmental Entity

Print Name and Title: : Brad Lurie  
Sr. Vice President

Date: Sep 26, 2024

**Performance Bond**

**Performance Bond No.:** K41909444

**Performance Bond Expiration Date:** 11/1/2029

**PERFORMANCE BOND FORM**

**GREATER ORLANDO AVIATION AUTHORITY**

**KNOW ALL MEN BY THESE PRESENTS**  
that ABM Aviation, Inc.

\_\_\_\_\_ hereinafter called  
Principal, \_\_\_\_\_ and  
Federal Insurance Company

\_\_\_\_\_, a corporation organized under the laws of the State of  
Indiana and licensed to do business in the State of Florida,  
hereinafter called Surety, are held and firmly bound unto the Greater Orlando Aviation  
Authority, hereinafter called Aviation Authority, in the Penal Sum of **One million Dollars**  
**(\$1,000,000.00)**, for the payment of which sum well and truly made, Principal and Surety bind  
ourselves, our heirs, personal representatives, successors and assigns, jointly and severally,  
firmly by these presents.

**WHEREAS**, Principal has by written agreement entered into a Contract with Aviation  
Authority for **Purchasing Solicitation 24-163-RFP, Customer Service Ambassadors**  
**at Orlando International Airport**, in accordance with the Contract Documents which are  
incorporated therein by reference and made a part thereof, and which collectively are herein  
referred to as the Contract.

**WHEREAS**, Surety is authorized to do business in the State of Florida.

**NOW, THEREFORE**, the condition of this obligation is such that if Principal:

1. Promptly and faithfully performs each of its obligations under said Contract, including, but not limited to, any warranty provisions, in the time and manner prescribed in the Contract; and
2. Pays Aviation Authority all losses, damages (liquidated or actual, including, but not limited to, damages caused by delays in the performance of Principal, or latent defects in the goods or services furnished by Principal), expenses, costs and attorneys' fees for and in connection with all trial and appellate proceedings, that Aviation Authority sustains resulting directly or indirectly from any breach or default by Principal under the Contract; and
3. Pays Aviation Authority all losses, damages, expenses, costs, attorneys' fees and other legal costs (including, but not limited to, those for investigative and legal support services) for and in connection with all trial, appellate and bankruptcy proceedings, that the Aviation Authority sustains resulting directly and indirectly from conduct of the Principal, including, but not limited to, want of care or skill, negligence, patent infringement, or intentionally wrongful conduct on the part of the Principal, its officers, agents, employees or any other person or

entity for whom the Principal is responsible, then this bond is void; otherwise it remains in full force and effect.

In the event that the Principal shall fail to perform any of the terms, covenants or conditions of the Contract during the period in which this Performance Bond is in effect, the Surety shall remain liable to the Aviation Authority for all such loss or damage (including, but not limited to, reasonable attorneys' fees and other legal and court costs) resulting from or in connection with any failure to perform up to the amount of the Penal Sum.

In the event the Surety fails to fulfill its obligations under this Performance Bond, then the Surety shall also indemnify and save the Aviation Authority harmless from any and all loss, damage, cost and expense, including, but not limited to, reasonable attorneys' fees and other legal and court costs for all trial, appellate and bankruptcy proceedings, resulting directly or indirectly from or in connection with the Surety's failure to fulfill its obligations hereunder. This paragraph shall survive the termination or cancellation of this Performance Bond. The obligations set forth in this paragraph shall not be limited by the Penal Sum of this Bond.

The Surety's obligations hereunder shall be direct and immediate and not conditional or contingent upon Aviation Authority's pursuit of its remedies against Principal, and shall remain in full force and effect notwithstanding (i) amendments or modifications to the Contract entered into by Aviation Authority and Principal without the Surety's knowledge or consent, (ii) waivers of compliance with or any default under the Contract granted by Aviation Authority to Principal without the Surety's knowledge or consent, (iii) the discharge of Principal from its obligations under the Contract as a result of any proceeding initiated under the Bankruptcy Code of 1978, as the same may be amended, or any similar state or federal law, or any limitation of the liability of Principal or its estate as a result of any such proceeding, or (iv) any other action taken by Aviation Authority or Principal that would, in the absence of this clause, result in the release or discharge by operation of law of the Surety from its obligations hereunder.

The institution of suit upon this Bond is subject to the limitations period in accordance with Section 95.11, Florida Statutes.

Any changes in or under the Contract Documents (which include, but are not limited to, the Specification and compliance or noncompliance with any formalities connected with the Contract or the changes therein shall not affect Surety's obligation under this Bond, and Surety hereby waives notice of any such changes. Further, Principal and Surety acknowledge that the Penal Sum of this bond shall be increased or the term of this bond extended in accordance with any amendments or other modifications to the Contract Documents entered into by Aviation Authority and Principal.



**IN WITNESS WHEREOF**, the Principal and Surety have executed this instrument under their several seals on the 30th day of August, 2024, the name and corporate seal of each corporate party being hereto affixed and these presents fully signed by its undersigned representative, pursuant to the authority of its governing body.

Signed, sealed and delivered in the presence of:

ABM Aviation, Inc.  
Principal (Name of Contractor)

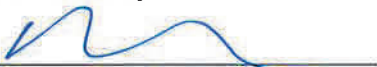
By:   
(Signature) Sarah Murtha

Its: Attorney-in-Fact  
(Title)


  
Witness, Katie Gingras  
  
Witness, Stephanie Harvey

(Seal)

Federal Insurance Company  
Name of Surety

By:   
(Signature) Michelle Anne McMahon

Its: Attorney-in-Fact  
(Title)

  
Witness, Imani Schley  
  
Witness, Rhonda Tischofer

Address: 202B Hall's Mill Road, Whitehouse Station, NJ 08889

Telephone No.: +1 (215) 640-1000

Fax No.: N/A

E-Mail Address: ssc-commatlanta@chubb.com

N/A  
(Countersignature by  
Florida Licensed Agent)

**NOTE:** If Principal and Surety are corporations, the respective corporate seal should be affixed and attached.

Attach a certified copy of Power-of-Attorney appointing individual Attorney-in-Fact for execution of Performance Bond on behalf of Surety.

**IMPORTANT:**

Surety companies executing bonds must meet the requirements set forth in Section 3 of the Contract's Special Conditions.



Dean A. Chin  
SVP, CAO, Controller & Treasurer  
ABM  
One Liberty Plaza, 7<sup>th</sup> Floor  
New York, NY 10006

## DELEGATION OF AUTHORITY

The undersigned, Dean Chin, Senior Vice President, Chief Accounting Officer, Controller & Treasurer, pursuant to the authority vested in him by a certain Delegation of Authority Certificate issued by ABM Industries Incorporated on April 5, 2024, hereby authorizes:

Danielle Johnson – Senior Surety Client Service Specialist  
Autumn Schneider - Surety Client Services Team Lead  
Tina Foster – Assistant Surety Client Services Specialist  
Melvin Gollus - Assistant Surety Client Services Specialist  
Amanda D'Angelo - Assistant Surety Client Services Specialist  
Jonathan Gleason - Assistant Surety Client Services Specialist  
India Buxton - Assistant Surety Client Services Specialist  
Sarah Murtha - Assistant Surety Client Services Specialist  
Doritza Mojica - Assistant Surety Client Services Specialist  
Willis Towers Watson Southeast, Inc.  
5 Concourse Pkwy, Suite 1800  
Atlanta, GA 30328

to perform, on behalf of the Company, the acts described below:

To execute, seal and deliver, as attorney-in-fact for the Company, surety bonds forwarded to Willis Towers Watson Southeast, Inc. by the Company that do not exceed Five Million Dollars (\$5,000,000.00) that are necessary and proper in carrying on the business of the Company.

This authority shall remain in full force and effect for one (1) year from the date of issue unless earlier revoked in writing by the undersigned or the President or any Vice President of ABM Industries Incorporated.

Signed at New York, New York, this 11 day of June 2024

Dean Chin

Senior Vice President, Chief Accounting Officer, Controller & Treasurer

Power of Attorney

Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company
Westchester Fire Insurance Company | ACE American Insurance Company

Know All by These Presents, that FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY corporations of the Commonwealth of Pennsylvania, do each hereby constitute and appoint Jonathan Gleason, Jennifer Godere, Richard Hackner, Rebecca M. Josephson, Michelle Anne McMahon, Nicholas Miller, Doritza Mojica, Sarah Murtha, Kathryn Pryor, Robyn Salley, Joshua Sanford, Gentry Stewart and Connor Wolpert of Hartford, Connecticut

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY have each executed and attested these presents and affixed their corporate seals on this 17th day of August 2023.

Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

Stephen M. Haney

Stephen M. Haney, Vice President



STATE OF NEW JERSEY
County of Hunterdon ss.

On this 17th day of August, 2023 before me, a Notary Public of New Jersey, personally came Dawn M. Chloros and Stephen M. Haney, to me known to be Assistant Secretary and Vice President, respectively, of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros and Stephen M. Haney, being by me duly sworn, severally and each for herself and himself did depose and say that they are Assistant Secretary and Vice President, respectively, of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY and know the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that their signatures as such officers were duly affixed and subscribed by like authority.

Notarial Seal



Albert Contursi
NOTARY PUBLIC OF NEW JERSEY
No 50202369
Commission Expires August 22, 2027

Albert Contursi
Notary Public

CERTIFICATION

Resolutions adopted by the Boards of Directors of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY on August 30, 2016; WESTCHESTER FIRE INSURANCE COMPANY on December 11, 2006; and ACE AMERICAN INSURANCE COMPANY on March 20, 2009:

"RESOLVED, that the following authorizations relate to the execution, for and on behalf of the Company, of bonds, undertakings, recognizances, contracts and other written commitments of the Company entered into in the ordinary course of business (each a "Written Commitment"):

- (1) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise.
(2) Each duly appointed attorney-in-fact of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, to the extent that such action is authorized by the grant of powers provided for in such person's written appointment as such attorney-in-fact.
(3) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to appoint in writing any person the attorney-in-fact of the Company with full power and authority to execute, for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company as may be specified in such written appointment, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
(4) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to delegate in writing to any other officer of the Company the authority to execute, for and on behalf of the Company, under the Company's seal or otherwise, such Written Commitments of the Company as are specified in such written delegation, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
(5) The signature of any officer or other person executing any Written Commitment or appointment or delegation pursuant to this Resolution, and the seal of the Company, may be affixed by facsimile on such Written Commitment or written appointment or delegation.

FURTHER RESOLVED, that the foregoing Resolution shall not be deemed to be an exclusive statement of the powers and authority of officers, employees and other persons to act for and on behalf of the Company, and such Resolution shall not limit or otherwise affect the exercise of any such power or authority otherwise validly granted or vested."

I, Dawn M. Chloros, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY (the "Companies") do hereby certify that

- (i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect,
(ii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Whitehouse Station, NJ, this August 30, 2024



Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

IN THE EVENT YOU WISH TO VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT:
Telephone (908) 903-3493 Fax (908) 903-3656 e-mail: surety@chubb.com



Telephone: +1 860-241-4444  
Website: wtwco.com  
E-mail: johnsondd@wtwco.com

August 30, 2024

ABM Aviation, Inc.  
Attn: Brad Lurie  
5850 T.G. Lee Blvd  
Orlando, FL 32822

RE: **Bond Number: K41909444**  
**Obligee: Greater Orlando Aviation Authority**  
**Description: Purchasing Solicitation 24-163-RFP, Customer Service Ambassadors at Orlando International Airport**

Attached is the completed document per your request. This was issued based upon the information you provided to our office and we urge you to check all of the information for accuracy (i.e. Power of Attorney, signatures, dates, amounts, description, etc.).

Please verify that the form attached is the form required and complete the execution with the proper signature(s) and seal, if applicable.

If a premium is charged, our invoice will follow under a separate cover. Please note the premium payment for this bond is due upon receipt.

Thank you for the opportunity to service your surety needs. Should you have any questions, please do not hesitate to contact any member of your Willis Towers Watson Surety Team.

Sincerely,

Danielle Johnson

Willis Towers Watson Southeast, Inc.  
10 State House Square Floor 11  
Hartford CT 06103

**OATH OF SECRETARY**

**GREATER ORLANDO AVIATION AUTHORITY**

I, Jacob A. Thomas, certify that I am the Secretary of the corporation named as Principal in the foregoing Performance and/or Payment Bonds; that Sarah Murtha who signed the said Bond(s) on behalf of the Principal was then attorney-in-fact of said corporation and was authorized by the corporation to sign the Bond(s) on its behalf; that I know (his, her) signature, and (his, her) signature thereto is genuine, and that said Bonds was/were duly signed, sealed and attested for and in behalf of said corporation by the authority of its governing body.

  
Secretary

(Corporate Seal)



**Certificate of Insurance**



# CERTIFICATE OF AVIATION LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
08/23/2024

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

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

<b>PRODUCER</b> Willis Towers Watson Northeast, Inc. 300 South Grand Avenue, Suite 2000 Los Angeles, CA 90071	<b>CONTACT</b> Richard Hiney		
	<b>PHONE (A/C, No, Ext):</b> (213) 607-6335	<b>FAX (A/C, No):</b>	
	<b>E-MAIL:</b> richard.hiney@wtwco.com		
	<b>PRODUCER CUSTOMER ID #:</b>		
<b>INSURED</b> ABM Industries Incorporated 4151 Ashford Dunwoody Road, Suite 600 Atlanta, GA 30319	<b>INSURER(S) AFFORDING COVERAGE</b>	<b>%</b>	<b>NAIC #</b>
	<b>INSURER A:</b> See Attached Schedule		
	<b>INSURER B:</b>		
	<b>INSURER C:</b>		
	<b>INSURER D:</b>		
	<b>INSURER E:</b>		
	<b>INSURER F:</b>		

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

## AIRPORT & FBO LIABILITY COVERAGES      CERTIFICATE NUMBER: 2024-247      REVISION NUMBER:

INSURER LETTER A-C	POLICY NUMBER	EFFECTIVE DATE	EXPIRATION DATE	ADDITIONAL INSURED? (Y/N)	SUBROGATION WAIVED? (Y/N)	
A-C	24739A24	1-July-2024	1-July-2025	Y	N	
COVERAGE	OPTIONS	LIMIT	APPLIES TO	LIMIT	APPLIES TO	
PREMISES LIABILITY		\$5,000,000	BI EA PER EA OCC	\$5,000,000	PD	
PREMISES MEDICAL PAYMENTS		\$	EA PER	\$	EA OCC	
PRODUCTS LIABILITY	SALE OF FUEL & OIL	\$	BI EA PER	\$5,000,000	AGGR	
	EXTENDED	\$5,000,000	EA OCC			
COMPLETED OPERATIONS LIABILITY	EXTENDED	\$	BI EA PER	\$5,000,000	AGGR	
		\$5,000,000	EA OCC			
HANGARKEEPERS LEGAL LIABILITY	INCLUDING TAXI	\$	EA AIRCRAFT	\$	EA OCC	
	IN FLIGHT					
FIRE LEGAL LIABILITY		\$	ANY ONE FIRE			
PERSONAL INJURY LIABILITY		\$5,000,000	EA OCC	\$5,000,000	AGGR	
ADVERTISING LIABILITY		\$	EA OCC	\$	AGGR	
CONTRACTUAL LIABILITY	X INCLUDED	EXCLUDED				
COVERAGE	DESCRIPTION	OPTIONS	LIMIT	APPLIES TO	LIMIT	APPLIES TO
	Grounding Liability		\$		\$	
	On Airport Automobile		Included Per Premises		\$	
	War & Allied Perils		\$ Included		\$	
			\$		\$	
			\$		\$	
			\$		\$	

### DESCRIPTION OF OPERATIONS / REMARKS (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)


See Page Two – "Additional Remarks"

### CERTIFICATE HOLDER

Greater Orlando Aviation Authority  
 5855 Cargo Road  
 Orlando, FL 32827

### CANCELLATION

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

AUTHORIZED REPRESENTATIVE  






**ADDITIONAL REMARKS SCHEDULE**

<b>AGENCY</b> Willis Towers Watson Northeast, Inc.		<b>NAMED INSURED</b> ABM Industries Incorporated 4151 Ashford Dunwoody Road, Suite 600 Atlanta, GA 30319	
<b>POLICY NUMBER</b> 24739A24		<b>EFFECTIVE DATE:</b> 1-July-2024	
<b>CARRIER</b>	<b>NAIC CODE</b>		

**ADDITIONAL REMARKS**

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,**

**FORM NUMBER:** \_\_\_\_\_ **FORM TITLE:** \_\_\_\_\_

Subject always to the scope of the policies noted above and the policies' declarations, insuring agreements, definitions, terms, conditions, limitations, exclusions, deductibles warranties and endorsements remaining paramount: Solely as respects: (i) the Coverage(s) noted above; (ii) the Contract(s) (and then only to the extent of the Named Insured's obligation to provide insurance under the terms of the Contract(s)); and (iii) the operations of the Named Insured; the following provision(s) apply(ies):

The use of the terms Additional Insured / Additional Insureds, when used in the context of coverages other than Liability Coverage(s), are solely for the purpose of identifying parties and does not, by virtue of the use of these terms convey any benefits or rights not provided for under the policies.

**Solely as respects Liability Coverage(s):** Greater Orlando Aviation Authority, the City of Orlando and their members (including, without limitation, members of the Aviation Authority's Board and the City's Council and members of the citizens' advisory committees of each), officers, employees, and agents their respective directors, officers, employees, agents and assigns are included as Additional Insureds (collectively, the Additional Insureds, individually an Additional Insured) as respective liability arising out of the Named Insured's performance or non-performance of its obligations under the Contract.

**Solely as respects Liability Coverage(s):** Such insurance as is afforded the Named Insured under the policies applies to liability assumed by the Named insured under the Contract(s), but only to the extent of coverage otherwise afforded under the policies..

**Special Notation:** Worksite Location: Location A – Terminals A&B  
 Description of Job: 24-163-RFP Customer Service Ambassador for Terminals A & B

As respects each Certificate Holder(s) respective interests, this Certificate of Insurance shall automatically terminate upon the earlier of: (i) Policy expiration; (ii) Cancellation of the policies prior to policy expiration, as notified to the Certificate Holder(s) as required herein; (iii) agreed termination of the Contract(s); and/or in the case of physical damage insurance relating to those Certificate Holder(s) who have an insurable interest in the Equipment as of the date of issuance of this Certificate of Insurance: agreed termination of the Named Insured's and/or the Certificate Holder(s) insurable interest in the Equipment

This Certificate of Insurance is issued as a summary of the insurances under the policies noted above and confers no rights upon the Certificate Holder(s) as regards those insurances other than those provided by the policies. The undersigned has been authorized by the above insurers to issue this certificate on their behalf and is not an insurer and has no liability of any sort under the above policies as an insurer as a result of this certification.





**ADDITIONAL REMARKS SCHEDULE**

<b>AGENCY</b> Willis Towers Watson Northeast, Inc.		<b>NAMED INSURED</b> ABM Industries Incorporated 4151 Ashford Dunwoody Road, Suite 600 Atlanta, GA 30319	
<b>POLICY NUMBER</b> 24739A24		<b>EFFECTIVE DATE:</b> 1-July-2024	
<b>CARRIER</b>	<b>NAIC CODE</b>		

**Security (the "Insurers")**

<b>Insurers</b>	<b>Policy Numbers</b>
Underwriters at Lloyd's and Various Companies Through Willis Limited, London, England	24739A24
Endurance American Insurance Co. through William Brown & Associates	NQF6061449
Starr Indemnity and Liability Company through Starr Aviation Agency, Inc.	SASICOM60176724-05
QBE Insurance Corporation	100007882
Old Republic Insurance Company through Old Republic Aerospace, Inc.	AP 01157306
XL Specialty Insurance Company through AXA XL Aerospace	UA00015332AV24A
Continental Indemnity Company through Applied Underwriters	BAVQFGNGA011400_130209_03
Allianz Global Risks US Insurance Company	A1PR001336424AM

**Named Insureds:**

ABM INDUSTRIES INCORPORATED,  
 ABM AVIATION, INC.,  
 (DOING BUSINESS AS AIR SERV; AIR SERV FACILITY SERVICES; ABM PARKING SERVICES; ABM FACILITY SERVICES; ABM ONSITE SERVICES WEST; ABM JANITORIAL SERVICES SOUTH CENTRAL; ABM ONSITE SERVICES MIDWEST; ABM JANITORIAL SERVICES SOUTHEAST; ABM JANITORIAL SERVICES MID ATLANTIC; ABM JANITORIAL SERVICES NORTHEAST; SOUTHERN MANAGEMENT ABM);  
 OMNISERV; OFJ CONNECTIONS LIMITED AND OFJ AIRLINKS LIMITED; LINC FACILITY SERVICES, WLL; AIRSERV MIDDLE EAST HOSPITALITY SERVICES, LLC; AVIATION SERVICES ALLIANCE, LLC,  
 GCA SERVICES GROUP AND ANY OTHER SUBSIDIARY OR AFFILIATED COMPANIES NOW EXISTING OR HEREAFTER CREATED OR ANY OTHER COMPANY OVER WHICH ABM INDUSTRIES OR ONE OF ITS SUBSIDIARIES ASSUMES ACTIVE MANAGEMENT OR FINANCIAL OPERATING CONTROL;  
 ABM AVIATION UK LIMITED

## Management Fee and Reimbursable Expense Budget Location 1

Management Fee Location 1		ABM Aviation, INC
Year 1		\$1,315,398.57
Year 2		\$1,354,011.32
Year 3		\$1,393,774.19
Year 4		\$1,434,721.55
Year 5		\$1,476,888.81
<b>Sub-Total for Management Fee Location 1</b>		<b>\$6,974,794.44</b>
Reimbursable Expense Budget Location 1		ABM Aviation, INC
<b>Year 1</b>		
Reimbursable Payroll Budget		\$5,665,300.00
Operating Expense Budget		\$89,000.00
<b>Year 2</b>		
Reimbursable Payroll Budget		\$5,835,800.00
Operating Expense Budget		\$91,700.00
<b>Year 3</b>		
Reimbursable Payroll Budget		\$6,011,400.00
Operating Expense Budget		\$94,600.00
<b>Year 4</b>		
Reimbursable Payroll Budget		\$6,192,300.00
Operating Expense Budget		\$97,500.00
<b>Year 5</b>		
Reimbursable Payroll Budget		\$6,378,600.00
Operating Expense Budget		\$100,600.00
<b>Sub-Total Reimbursable Expense Budget Location 1</b>		<b>\$30,556,800.00</b>
<b>Location 1 Terminals A &amp; B Contract Total Amount Not-to-Exceed</b>		<b>\$37,531,594.44</b>

## ADDENDUM NO: 2

### **SOLICITATION NO. 24-163-RFP CUSTOMER SERVICE AMBASSADORS**

**RESPONSE DEADLINE:  
FEBRUARY 27, 2024, 11:00 A.M. EST**

This addendum forms a part of the Solicitation Documents described above. The original Solicitation Documents remain in full force and effect except as modified by the following which shall take precedence.

- ITEM 1.**      **Question:** Minimum Requirements, where do we need to upload this information?  
**Answer:** This is a header for Minimum Requirements, Vendor responses and upload of information begins with 7.1. The e-procurement platform, Vendor Submissions #7 has been edited modified to permit document upload.
- ITEM 2.**      **Question:** Experience and Qualifications, there is no option to upload or add text for the questions. Please advise.  
**Answer:** This is a header for Experience and Qualifications, Vendor responses and upload of information begins with 8.1. The e-procurement platform, Vendor Submissions #8 has been edited to permit document upload.
- ITEM 3.**      **Question:** Knowledge and Experience of Key Personnel, Managers & Staff, where do we need to enter our answer for this question?  
**Answer:** This is a header for Knowledge and Experience of Key Personnel, Managers & Staff, Vendor responses and upload of information begins with 9.1. The e-procurement platform, Vendor Submissions #9 has been edited modified to permit document upload.
- ITEM 4.**      **Question:** Would GOAA consider extending the due date on the RFP response by 2 weeks?  
**Answer:** The Aviation Authority will not extend the Proposal opening date. It shall remain the same, electronic responses are due Tuesday 11:00 a.m., February 27, 2024.
- ITEM 5.**      **Question:** Due to the complexity of the RFP. Can we get an extension on the submission date?  
**Answer:** The Aviation Authority will not extend the Proposal opening date. It shall remain the same, electronic responses are due Tuesday 11:00 a.m., February 27, 2024.

**ITEM 6. Question:** Is it a Small Business Participation Goal or MWBE goal? Please confirm.

**Answer:** Refer to Section 2.12 Small Business Program. The MWBE Participation Goal is 20%.

**ITEM 7. Question:** Do we need to subcontract with only Orlando Airport-certified MWBE companies, or any other certificate will also work?

**Answer:** Respondents can satisfy the MWBE requirement with firms currently certified by either one of the following agencies:

**MWBE**

GOAA Business Diversity Management System -  
<https://goaa.diversitycompliance.com/?TN=goaa>

Orange County - <http://apps.ocfl.net/orangebids/minorityvendorlisting/default.asp>  
[apps.ocfl.net]

City of Orlando - <https://cityoforlando.mwdbe.com/> [cityoforlando.mwdbe.com]

**FDOT**

<https://fdotxwp02.dot.state.fl.us/EqualOpportunityOfficeBusinessDirectory/CustomerSearch.aspx>

Office of Supplier Diversity (OSD) - <https://osd.dms.myflorida.com/directories>  
[osd.dms.myflorida.com]

**ITEM 8. Question:** Are there any NAICS codes that we need to follow while qualifying subcontracting partners for this RFP?

**Answer:** During the Solicitation process, Respondents may contact the Office of Small Business Development for any questions or information concerning the MWBE(s) Participation Program. Contact Number is (407) 825-3143.

**ITEM 9. Question:** LETTER OF INTENT/AFFIRMATION, In the rate, and total column can we write to be decided (TBD) or can you please advise how to add exact value to it?

**Answer:** During the Solicitation process, Respondents may contact the Office of Small Business Development for any questions or information concerning the MWBE(s) Participation Program. Contact Number is (407) 825-3143.

**ITEM 10. Question:** Do we also need to complete the DISBURSEMENT FORM at the time of submission?

**Answer:** The Disbursement Form is for information only; it does not need to be turned in with the Respondent's Response.

- ITEM 11.** **Question:** What area(s) of the current contract are being subcontracted to MWBE's?  
**Answer:** **Submit a Public Records Request to obtain this information. [Public Records Request Portal](#)**
- ITEM 12.** **Question:** What is the goal on the current contract and is it being met?  
**Answer:** **The current contract includes a Minority and Women Business Enterprise (MWBE) participation Goal of 20%. Current Contractor is in good standing as it relates to the small business participation.**
- ITEM 13.** **Question:** It appears the current incumbent scope of work includes providing customer service ambassador personnel to provide passenger mobility assistance. And to specifically operate mobility vehicles at the airport. However, this RFP #24-163 does not appear to specifically reference providing passenger mobility assistance nor mobility vehicle operation. *Would GOAA please confirm if this solicitation's scope of services would ever include providing passenger mobility assistance or operating mobility vehicles?*  
**Answer:** **This additional service is not a requirement of this contract currently, however, refer to Section 4.17 Additional Services.**
- ITEM 14.** **Question:** Would GOAA please confirm if this scope of work and duties would ever include inspecting/screening baggage, inspecting/screening carry-on bags, screening passengers, inspecting/screening cargo, or handling, transporting, or processing baggage?  
**Answer:** **This additional service is not a requirement of this contract.**
- ITEM 15.** **Question:** Can the bank issuing the letter of credit be a "US Bank" or does it have to be a bank in the state of Florida? Conflicting information on documents. Our bank does not have a branch in Florida but is a US Bank that would issue the letter of credit. In RFP PDF it says the bank needs to be in Florida. But the online bid requirements and response 7.10 states US Bank. *Please verify and if possible, provide reasoning for bank needing to be in Florida.* "Respondent shall provide with its Submittal a Letter of Bendability on a surety company letterhead or a letter from a US Bank for a letter of credit confirming that Respondent can obtain one or the other and understands only the Performance Bond or Letter of Credit form will be accepted."  
**Answer:** **Respondents can provide with its Submittal a Letter of Bendability on a surety company letterhead or a letter from a US Bank for a letter of credit.**
- ITEM 16.** **Question:** It appears operations for this bid will be conducted in both the non-sterile and sterile areas of the airport. Does this create a conflict of interest for any of the existing vendors already providing service inside the sterile side of the airport?

**Answer: To avoid any conflict of interest, Contractor(s) who currently hold any type of Security Contract within Orlando International Airport will not be considered to perform the Customer Services Ambassador Contract.**

- ITEM 17.** **Question:** Does the airport provide or make available any office space to the current provider? If so, how much space and is there a cost associated with it?  
**Answer: Refer to Section 4.2 Aviation Authority's Responsibilities.**
- ITEM 18.** **Question:** As a small business, we do not currently have audited financials. We have CPA compiled financials. Can an exception be made for small businesses without audited financials?  
**Answer: All Prime Respondents must provide audited financials.**
- ITEM 19.** **Question:** Approximately how many radios does the current provider use? Are they line of sight or on a trunked network like ARINC?  
**Answer: Refer to Section 4.16 On-Site Communications and to Attachment A New Vendor Radio Procedures.**
- ITEM 20.** **Question:** Who is running is/are *the incumbent contract holder*?  
**Answer: The current provider is Realtime Services, Inc. d/b/a TopTalent Staffing.**
- ITEM 21.** **Question:** Will the awarded company be required to inherit the current Ambassador workforce?  
**Answer: The Aviation Authority has no objection to retaining existing employees. However, the Aviation Authority has the right to accept or reject any employee.**
- ITEM 22.** **Question:** Staff deployment plan – what are the positions/ touch points in each terminal? Eg. Airside – does this include immigration? Retail/ F&B? Gate areas?  
**Answer: This scope of work does not include the Federal Inspection Stations at this point in time. Staff will be placed in high touchpoint areas.**
- ITEM 23.** **Question:** Is there an opportunity to conduct a site visit?  
**Answer: No Site Visit, however part of the Airport is open to the public. Respondents are welcome to obtain an Experience MCO Visitor Pass for terminal C. <https://experiencemco.orlandoairports.net/>**
- ITEM 24.** **Question:** What is MCO's CX Vision, mission and values?  
**Answer: We are aligned with the Aviation Authority's Strategic Plan. The plan is available: <https://www.orlandoairports.net/site/uploads/2023-Strategic-Plan.pdf>**
- ITEM 25.** **Question:** Do MCO have any overarching CX ambitions/ commitments? Including anything related to ASQ scores and rankings.  
**Answer: The Aviation Authority is actively working on establishing this plan.**

- ITEM 26.** **Question:** Does MCO have a CX training program for contractor staff?  
**Answer:** **The Awarded Contractor is responsible for providing a complete Service training plan. Refer to Section 4.12 Training. Also refer to the e-procurement platform, Vendor Submissions, 10.6, Training and Engagement Plan.**
- ITEM 27.** **Question:** Is it definitely 3 terminals + train station to be awarded? Or is there a possibility it would remain split like the staffing plans they shared?  
**Answer:** **Refer to Section 4.1. This contract is for two distinct areas (Locations) within the Orlando International Airport:**  
1) **Location 1 -Terminals A & B**  
2) **Location 2 - Terminal C & Train Station**
- Respondents may respond to one or both distinct areas (Location) of this contract.**
- ITEM 28.** **Question:** Are there specific roles and responsibilities by position/ touchpoint available?  
**Answer:** **Refer to Sections 4.5 through 4.11, for specific roles and responsibilities.**
- ITEM 29.** **Question:** Subcontractor insurance requirements? Please share details.  
**Answer:** **Refer to Section 5.33 Subcontractors.**
- ITEM 30.** **Question:** Are these positions currently covered by a collective bargaining agreement? If so, may we get a copy of this agreement?  
**Answer:** **The current contract does not have a collective bargaining agreement.**
- ITEM 31.** **Question:** It was noted on the pre-bid call that the successful vendor would be provided office space. Does that also include employee breakroom space?  
**Answer:** **Refer to Section 4.2 Aviation Authority's Responsibilities.**
- ITEM 32.** **Question:** What technology will be provided by GOAA for feedback collection, if any? For example, is there is a preferred software that we need to include or is this for the vendor to propose as a solution?  
**Answer:** **Refer to e-procurement platform Vendor Submissions, 10.7 Innovative Solutions. Respondent is to include proposed Technology options.**
- ITEM 33.** **Question:** What is the number of passenger information kiosks to be manned as part of the services in this RFP? Are there desktop computers or tablets to be provided by GOAA or are these to be provided by the successful vendor?  
**Answer:** **We are currently in the process of making adjustments to some of our booth locations. The exact location and number of booths will be**



provided to the Contractor upon award of the contract. However, positions to be staffed may change based upon operational needs. The Aviation Authority will provide desktops to booth locations where GOAA deems it is necessary to have them. The status of future computers or tablets is unknown at this time. Respondent is to include proposed Technology options.

- ITEM 34.** **Question:** There appeared to be a pricing sheet shown during the pre-bid meeting. Is this to be completed and submitted by proposing vendors? Where is the form?  
**Answer:** No, the form shown was not a pricing page, this is not a form to be completed and submitted by the Respondent. The form was for informational purposes only, used to demonstrate what a management fee should consist of. Respondents are to complete the Management Fee Price table located within the e-Procurement Platform. There are two Management Fee Tables, Location 1, and Location 2. Each table has years 1 through 5. Please refer to Exhibit A
- ITEM 35.** **Question:** Are the FTE counts outlined in Exhibit1 (116 FTE) and Exhibit 2 (96 FTE) a minimum staffing requirement?  
**Answer:**  
**Location 1** It is estimated that 116 FTE reimbursable positions will be needed for the performance of this Contract. The Aviation Authority believes that this estimate fairly describes the scope of work under ordinary circumstances; however, the number of reimbursable positions FTEs may range between 100 and 130 as actual conditions may cause the number of positions to be adjusted accordingly.  
  
**Location 2 -** It is estimated that 96 FTE reimbursable positions will be needed for the performance of this Contract. The Aviation Authority believes that this estimate fairly describes the scope of work under ordinary circumstances; however, the number of reimbursable positions FTEs may range between 85 and 110 as actual conditions may cause the number of positions to be adjusted accordingly.
- ITEM 36.** **Question:** Can you confirm that parking is free for working ambassadors? Does this also apply to supervisors, leads and management personnel?  
**Answer:** Refer to Section 4.2 Aviation Authority's Responsibilities.
- ITEM 37.** **Question:** Is there a preferred uniform for the Ambassadors? What does this uniform include? Golf Shirt, Long Sleeve button down, vest, blazer, pants, etc.  
**Answer:** The Awarded Contractor shall submit a proposed uniform program to the AAR, for approval, prior to the commencement of the Contract. Refer to Section 2.7.h.
- ITEM 38.** **Question:** The RFP notes that a minimum of 30 radios are required however it was mentioned during the pre-bid meeting that cell phones for each ambassador



are the preferred method of communication. Please clarify if both radios and cell phones are required?

**Answer: Yes, there is a requirement of minimum of 30 radios. Managerial/Supervisory level shall have cell phones assigned for immediate contact purposes.**

**ITEM 39. Question:** Is the vendor responsible for any private or public wireless technology within the Terminal A, B, C and Train Station?

**Answer: Yes, Refer to Section 3.3.b.15, Management Fee.**

**The Aviation Authority will provide the initial low-voltage connectivity to the access point for one office location. The contractor shall be responsible for the monthly fiber lease, currently up to \$0.03 per linear foot per strand (2 strands per channel).**

**ITEM 40. Question:** Is the vendor responsible for any internet access within Terminal A, B, C, or the Train Station?

**Answer: Yes, Refer to Section 3.3.b.15, Management Fee.**

**The Aviation Authority will provide the initial low-voltage connectivity to the access point for one office location. The contractor shall be responsible for the monthly fiber lease, currently up to \$0.03 per linear foot per strand (2 strands per channel).**

**ITEM 41. Question:** Is the vendor responsible to take on any active subscriptions, service contracts or management of systems? If yes, please define all responsibilities.

**Answer: No, currently there are no active subscriptions, service contract or management of systems to the responsibility of the awarded contractor.**

**ITEM 42. Question:** What is the make and model of the programmable radios that will connect to the GOAA radio frequency?

**Answer: Refer to Exhibit B, New Vendor Radio Procedures.**

**ITEM 43. Question:** Who is the radio service company and/or reseller that GOAA uses to manage their radios?

**Answer: Refer to Exhibit B, New Vendor Radio Procedures.**

**ITEM 44. Question:** Will the vendor share a radio band with others or will the vendor have a dedicated Radio band?

**Answer: This will be determined with the Awarded Contractor.**

**ITEM 45. Question:** Will GOAA provide a high-level diagram of the current vendors technology interconnectivity within Terminal A, B, C and Train Station.

**Answer: This will be discussed with the Awarded Contractor.**

- ITEM 46.** **Question:** Are there multiple office spaces within Terminal A, B, C and Train Station, that can be used for staging vendors chargers for Radios, Cell Phones and tablets?  
**Answer:** **This will be determined/discussed with Awarded Contractor.**
- ITEM 47.** **Question:** Is the vendor expected to provide battery operated vehicles to travel across inter- terminals and intra-terminals? If yes, does GOAA offer parking and electrical service for vehicle charging?  
**Answer:** **At this time, this is not a requirement of the Contract.**
- ITEM 48.** **Question:** Does GOAA or the vendor manage the public facing website as well as managed site content?  
**Answer:** **The Aviation Authority manages the public facing website as well as the managed site content.**
- ITEM 49.** **Question:** Does the GOAA public Wi-Fi system offer Bluetooth or Wi-Fi Location Services within Terminal A, B, C and Train Station?  
**Answer:** **The Aviation Authority does provide Free public Wi-Fi within the Terminals. The Bluetooth is not offered along with Wi-Fi. The Aviation Authority does have wayfinding beacons throughout the facilities that are used in concordance with our downloadable Airport Application.**
- ITEM 50.** **Question:** Does Terminal A, B, C and Train Station support true 5G cellular networks? If yes, what carrier hosts the 5G cellular network?  
**Answer:** **The Aviation Authority does support 5G cellular networks, current providers include Verizon, ATT and T-Mobil.**
- ITEM 51.** **Question:** Who is the incumbent on the current contract?  
**Answer:** **Realtime Services, Inc., d/b/a TopTalent Staffing**
- ITEM 52.** **Question:** Is GOAA open to the call center agents working out of a BCP location, not in the state of FL?  
**Answer:** **No, the Aviation Authority will not consider call center as an option.**
- ITEM 53.** **Question:** Is GOAA open to the call center agents working virtually?  
**Answer:** **No, the Aviation Authority will not consider call center as an option.**
- ITEM 54.** **Question:** Is GOAA open to the call center agents working in a non-US market?  
**Answer:** **No, the Aviation Authority will not consider call center as an option.**
- ITEM 55.** **Question:** How does GOAA currently measure success for the in-airport individuals? (Customer Satisfaction, Staffing Compliance, Surveys, etc.)  
**Answer:** **For the Proposed Contract Refer to Section 4.13 and 4.14. Regarding the measure of success for the current contract, submit a Public Records Request to obtain this information. [Public Records Request Portal](#)**

- ITEM 56.** **Question:** Can we outsource the technology component?  
**Answer:** It is the responsibility of the Respondent to determine the method of its technology component. Any subcontracting services will need to be approved in advance by the Aviation Authority.
- ITEM 57.** **Question:** Do we need to provide 2.2 Surety Bonds/Letters of Credit/Liability Insurance at the time of our response submission, or do we need to provide it at the time of intent to award notification? Please Advise.  
**Answer:** Refer to e-procurement platform “Vendor Submissions” 7.10. Letter of Bondability.
- ITEM 58.** **Question:** As per the requirement, we need to utilize subcontracting partners for this contract, Do our subcontracting partners also need to provide surety Bonds/Letters of Credit/Liability Insurance?  
**Answer:** The awarded Contractor as prime will be responsible for the Letter of Bondability. Also see 2.3 Insurance Requirements. “The Contractor shall maintain the following insurance during the term of this Contract, including any extensions or renewals and such insurance will apply to Contractor, its employees, agents, and Subcontractors.”
- ITEM 59.** **Question:** Can we provide a sample copy of insurance, or do we need to provide an actual copy of insurance at the time of response submission? Please suggest.  
**Answer:** Refer to Section 2.3 Insurance Requirements.
- ITEM 60.** **Question:** Can you please share the incumbent name and their pricing?  
**Answer:** Submit a Public Records Request to obtain this information. [Public Records Request Portal](#)
- ITEM 61.** **Question:** Can you please share the incumbent cost breakdown so that we can provide competitive rates for this contract?  
**Answer:** Submit a Public Records Request to obtain this information. . [Public Records Request Portal](#)
- ITEM 62.** **Question:** Do we need to pay any fee for the Space Use Agreement?  
**Answer:** No, Refer to Section 4.2, Aviation Authority Responsibilities.
- ITEM 63.** **Question:** Can you please share the names of the forms that we need to return with our response?  
**Answer:** Refer to the e-procurement platform for Vendor Submission Section for required responses and documents to be uploaded.
- ITEM 64.** **Question:** Do we only need to follow section 7.1 to prepare our response?  
**Answer:** Refer to Section 7.0 and 7.1. Vendors will submit their response electronically using the e-procurement platform. Respondents must click

the **PARTICIPATE BUTTON** under the solicitation to upload their response using the following link: <https://procurement.opengov.com/portal/goaa>.

- ITEM 65.** **Question:** Do we need to return EXHIBIT A, IRREVOCABLE STAND-BY LETTER OF CREDIT, OATH OF SECRETARY, PERFORMANCE BOND FORM, and 6.2 Contract with our response?  
**Answer:** Refer to the e-procurement platform, Vendor Submissions for all required submittals.
- ITEM 66.** **Question:** Do we need to provide resumes for the positions like Manager, Assistant Manager, Administrative Staff, Supervisors, Leads, Ambassadors - Level 3, 2, 1, Ambassadors - Airsides, and Ambassadors – Checkpoints? If Yes, how many resumes do we need to provide with our response?  
**Answer:** Refer to the e-procurement platform, Vendor Submissions for all required submittals. Provide resumes for all Key Personnel for each location.
- ITEM 67.** **Question:** Will both Terminal C & Train Station and Terminal A & B be awarded to a single company or two companies will be shortlisted for both?  
**Answer:** Refer to Section 4.1, Scope of Work Overview “Respondents may submit on one or both of the distinct areas (Location) of this contract.”
- ITEM 68.** **Question:** Do we need to submit separate responses for both Terminal A & B and Terminal C & Train Station, or a single response is enough for it? Please advise.  
**Answer:** Respondent shall submit one (1) response but must provide separate pricing for each location.
- ITEM 69.** **Question:** 7.10. Letter of Bondability, do we need to provide confirmation only or do we need to take all the required information on surety company letterhead?  
**Answer:** Refer to the e-procurement platform, Vendor Submissions for all required submittals. A Letter of Bondability on a surety company letterhead confirming that Respondent can obtain Performance Bond and *understands only the Aviation Authority’s Performance Bond form will be accepted*. The Aviation Authority will not accept any change or modification to the forms of Performance Bond or Letter of Credit.
- ITEM 70.** **Question:** 8.5. Minimum of Three References\*, Can we provide commercial clients references?  
**Answer:** References shall be able to validate the Respondent’s capabilities and experience. It is the Respondent’s responsibility to provide references and information that most closely demonstrates their experience with organizations (airports, counties, municipalities, or universities) of similar size, complexity, and risk exposure as the Aviation Authority. Respondents’ references should demonstrate that the Respondent and the key individuals have the experience required, and reasonably has the reputation to perform the Scope of Services. Respondent shall have a minimum of five (5) years’ experience within the last ten (10) years, prior to the date of this RFP, in the

**successful direct management and operation of premium Customer Service Ambassador Services at an airport or similar entity within the travel, tourism or hospitality industries.**

**ITEM 71. Question:** Do we need to take annual hours and FTE employee's information from Exhibit 2 - 24-163-RFP Terminal\_C\_Train\_Station\_Staffing and (1) Exhibit 1 - 24-163-RFP Terminal\_A\_B\_Staffing to get management fees?  
**Answer:** **The Management Fee shall include all the items listed in section 3.3. Complete the management fee table located within the e-procurement platform for this solicitation.**

**The FTE listed are part of the reimbursable cost as specified in Section 3.4.**

**ITEM 72. Question:** How do we need to calculate year 2 to year 5 pricing? Do we need to add a certain percentage increase in year 1 pricing to get year 2 pricing and so on? Please advise.  
**Answer:** **It is the responsibility of the Respondent to determine any increases/escalation for the Management Fee for years 2 through 5.**

**ITEM 73. Question:** Who is the current contractor?  
**Answer:** **Realtime Services, Inc., d/b/a TopTalent Staffing**

**ITEM 74. Question:** What is the current contract amount? If you are unable to provide the current contract amount, what is the current budget your agency has for this project?  
**Answer:** **Submit a Public Records Request to obtain this information. [Public Records Request Portal](#)**

**ITEM 75. Question:** Is there a bond requirement?  
**Answer:** **Refer to Section 2.2 Surety Bond/Letter of Credit**

**ITEM 76. Question:** Will the contractor's employees be required to pass a background check?  
**Answer:** **Refer to Section 2.11 Identification and Access Requirements.**

**ITEM 77. Question:** Will the contractor's employees be required to wear a badge?  
**Answer:** **Refer to Section 2.11 Identification and Access Requirements.**

**ITEM 78. Question:** Will transportation experience serve as a good reference? If the sub meets the reference criteria will that be enough for both companies?  
**Answer:** **The reference requirement shall pertain to the Prime Respondent. Respondent shall have a minimum of five (5) years' experience within the last ten (10) years, prior to the date of this RFP, in the successful direct management and operation of premium Customer Service Ambassador Services at an airport or similar entity within the travel, tourism or hospitality industries. It is the Respondent's responsibility to provide references and**

**information that most closely demonstrates their experience with organizations (airports, counties, municipalities, or universities) of similar size, complexity, and risk exposure as the Aviation Authority.**

- ITEM 79.** **Question:** If staffing is increased after the contract is finalized, will necessary technology like iPads and cell phones be accepted as a reimbursable expense?  
**Answer: No, cell phones and iPad(s) shall be included in the Management Fee. Refer to Section 3.3.d, Management Fee.**
- ITEM 80.** **Question:** Please confirm that the maximum amount reimbursed by GOAA for Health and Welfare plans is \$525 for the first contract year? For example, if our plans cost \$550, we will only be reimbursed \$525 in the first contract year.  
**Answer: Refer to Section 3.3b.20, Management Fee.**
- ITEM 81.** **Question:** Section 2.1.1, Identification and Access Requirements, details the process a Contractor must follow for obtaining an Access Control Badge for an employee. If a Contractor employee will not have access to or work within a secure area of the Airport, must that employee obtain an Access Control Badge?  
**Answer: Refer to Section 2.11.f Identification and Access Requirements.**
- ITEM 82.** **Question:** Section 2.1.1, Identification and Access Requirements, details the process a Contractor must follow for obtaining an Access Control Badge for an employee. What is the average length of time it takes for an Access Control Badge to be issued?  
**Answer: The average length of time is two to four weeks.**
- ITEM 83.** **Question:** Section 2.7, Contractor's Personnel, paragraph c states, "Contractor shall transfer promptly from the Aviation Authority any employee or employees that the Aviation Authority advises are not satisfactory and replace such personnel with employees satisfactory to the Aviation Authority." *In this statement does "transfer" mean transfer within the contract to another location or transfer off of the contract (removal)? Will the Contractor be immediately subject to the unstaffed assigned position performance deduction, detailed in Section 4.14, due to the Aviation Authority's request for an employee to be transferred from the contract (removal).*  
**Answer: Transfer refers to removal of the employee from the contract. Performance deductions, if applicable, shall be discussed between the Awarded Contractor and the AAR.**
- ITEM 84.** **Question:** Section 2.7, Contractor's Personnel, paragraph d, requires a valid Florida driver's license of all personnel operating motor vehicles or motorized equipment on roadways in or around Orlando International Airport. Please confirm this requirement only applies to Contractor personnel operating Contractor furnished vehicles in the performance of the contract.  
**Answer: This is a requirement of any Contractor personnel operating Contractor furnished vehicles in the performance of the contract.**



- ITEM 85.** **Question:** Section 3.3., Management Fee, states that the fee shall include the cost for internet services and associated connectivity costs for Contractor provided computers and devices. What is the cost of internet access and associated connectivity at the airport?  
**Answer:** **The Aviation Authority will provide the initial low-voltage connectivity to the access point for one office location. The contractor shall be responsible for the monthly fiber lease, currently up to \$0.03 per linear foot per strand (2 strands per channel). The approved internet providers to GOAA Office Space are AT&T, Summit and Spectrum. Respondents shall contact the companies directly for fiber based internet connection for costs. All service must be provided through Single Mode Fiber.**
- ITEM 86.** **Question:** Section 3.8, Health Insurance, requires the Contractor to provide health benefits to employees in accordance with applicable Federal laws and then details the Health Insurance premiums that will be paid (reimbursed) to the Contractor by the Aviation Authority. *If an employee has Health Insurance coverage through another source (i.e. – covered under spouse’s insurance plan, Medicare, Tricare), can the employee decline coverage and be paid cash-in-lieu of the premium cost? If the Airport Authority allows a cash-in-lieu of payment as a substitute for health coverage, will the Contractor be reimbursed for this payment by the Aviation Authority?*  
**Answer:** **No, this Contract will not allow for a cash-in-lieu of payment as a substitute for health coverage if a Contractor’s employee has Health Insurance from another source.**
- ITEM 87.** **Question:** Section 4.14, Performance Standards/Deductions, in the past 12 months what dollar amount for each performance area (Unstaffed Assigned positions, Customer Complaint, Unclean Condition, and Approved Attire) has the incumbent contractor been penalized?  
**Answer:** **Submit a Public Records Request to obtain this information.**  
[Public Records Request Portal](#)
- ITEM 88.** **Question:** Section 4.1,4 Performance Standards/Deductions, what constitutes an Unstaffed Assigned position? Is it a Contractor employee who misses a scheduled shift without the Contractor providing a substitute person to work the shift? Is it the result of the Contractor not having the required number of FTEs on the payroll?  
**Answer:** **An unstaffed position is a position that has been identified as required for daily operations but has been left unstaffed due to a number of reasons including employee call outs and contractor’s failure to have the required number of FTE’s.**
- ITEM 89.** **Question:** Section 4.14, Performance Standards/Deductions, does the Unstaffed Assigned position penalty only apply to reimbursable positions?  
**Answer:** **An unstaffed position is any assigned position found to be unstaffed. This can be the result of any number of reasons including**

**employee call outs and contractor's failure to have the required number of FTE's. Refer to Section 4.14 Performance Standards/Deductions.**

**ITEM 90. Question:** Section 4.14, Performance Standards/Deductions, what constitutes a Customer Complaint?

**Answer: Any guest, airport stakeholder, or member of the public who contacts the Aviation Authority describing an unsatisfactory experience with the contractor or the contractor's staff would be considered a complaint. This information could be communicated to the Aviation Authority verbally, written, or electronically via website, email, or social media.**

**ITEM 91. Question:** We request the following questions and proposed exceptions be reviewed by the authority. Section 5.21, pages 50-51, Optional Ownership of Work Product Question: Does this section apply to contractor training materials or other proprietary information? If so, we propose the following changes to this section. (All text is original except for the last sentence). Please advise if this is acceptable. Proposed exception: Contractor agrees that any and all analyses, evaluations, reports, memoranda, letters, ideas, processes, methods, programs, and manuals that were developed, prepared, conceived, made or suggested by the Contractor for the Aviation Authority pursuant to a Work Order, including all such developments as are originated or conceived during the term of the Contract and that are completed or reduced to writing thereafter (the "Work Product") and Contractor acknowledges that such Work Product may be considered "work(s) made for hire" and will be and remain the exclusive property of the Aviation Authority. To the extent that the Work Product, under applicable law, may not be considered work(s) made for hire, Contractor hereby agrees that this Agreement effectively transfers, grants, conveys, and assigns exclusively to the Aviation Authority, all rights, title and ownership interests, including copyright, which Contractor may have in any Work Product or any tangible media embodying such Work Product, without the necessity of any further consideration, and Aviation Authority shall be entitled to obtain and hold in its own name, all Intellectual Property rights in and to the Work Product. Contractor for itself and on behalf of its Contractors hereby waives any property interest in such Work Product. Ownership of Work Product shall not apply to any proprietary information or training materials owned by the Contractor prior to or during the term of the Contract.

**Answer: This change has been approved and is acceptable.**

**ITEM 92. Question:** We request and propose the following language to be added to the Performance Bond Form found on page 68 of the RFP document. Please advise if this is acceptable. This bond is for the term beginning \_\_\_\_\_ and ending \_\_\_\_\_. The bond may be extended for an additional one-year period(s) at the option of the Surety, by Continuation Certificate executed by the Surety.

**Answer: This change has been approved and is acceptable.**



- ITEM 93.** **Question:** Multiple vendor submission fields are character limited. Does the character limitation include spaces?  
**Answer:** **The character limit will include spaces between words.**
- ITEM 94.** **Question:** Is there a prevailing wage at the airport that has to be complied with?  
**Answer:** **The wage and staffing plan will be discussed with the Awarded Contractor. See Attachment B Reimbursable Payroll and Operating Expense Budget.**
- ITEM 95.** **Question:** What does registered/qualified to do business in the state of Florida mean?  
**Answer:** **To be qualified to do business in the state of Florida, a corporation/company must register with Sunbiz and obtain a Certificate of Authority.** [About Us - Division of Corporations - Florida Department of State](#)
- ITEM 96.** **Question:** Can GOAA please provide backup data for how they've calculated the Reimbursable Payroll & Operating Expenses for each contract year?  
**Answer:** **Refer to Exhibit A Reimbursable Payroll and Operating Expense Budget.**
- ITEM 97.** **Question:** Can GOAA please provide the assumptions that were made for calculating the Reimbursable Payroll & Operating Expenses for each contract year (to include annual hours by position, payroll tax percentages, overtime estimates, time off and reimbursable health insurance).  
**Answer:** **Refer to Exhibit A Reimbursable Payroll and Operating Expense Budget.**

\*\*\*\*\* END OF ADDENDUM NO: 2 \*\*\*\*\*

*Janice K. Hughes*

**Janice K. Hughes, CPPB**  
**Assistant Manager – Continuing Services**  
**Procurement Services**  
[Janice.Hughes@goaa.org](mailto:Janice.Hughes@goaa.org)

**Date: February 13, 2024**

**CUSTOMER EXPERIENCE CONTRACT:**  
**Location 1: Terminal A & B**

**REIMBURSABLE EXPENSES**

<b><u>Payroll Expenses:</u></b>	<b>FTE</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Supervisor	4	\$ 201,800	\$ 207,900	\$ 214,200	\$ 220,700	\$ 227,400
Leads	6	\$ 271,200	\$ 279,400	\$ 287,800	\$ 296,500	\$ 305,400
Ambassadors - NT Level 3	25	\$ 995,200	\$ 1,025,100	\$ 1,055,900	\$ 1,087,600	\$ 1,120,300
Ambassadors - NT Level 2	21	\$ 853,000	\$ 878,600	\$ 905,000	\$ 932,200	\$ 960,200
Ambassadors - NT Level 1	14	\$ 568,700	\$ 585,800	\$ 603,400	\$ 621,600	\$ 640,300
Ambassadors - Airsides	13	\$ 511,800	\$ 527,200	\$ 543,100	\$ 559,400	\$ 576,200
Ambassadors - Checkpoint	28	\$ 1,151,500	\$ 1,186,100	\$ 1,221,700	\$ 1,258,400	\$ 1,296,200
PTO Coverage	6	\$ 243,700	\$ 251,100	\$ 258,700	\$ 266,500	\$ 274,500
Overtime		\$ 120,000	\$ 123,600	\$ 127,400	\$ 131,300	\$ 135,300
Payroll Taxes: Soc Security, Medicare, State & Fed Unemployment		\$ 454,900	\$ 468,600	\$ 482,700	\$ 497,200	\$ 512,200
Health Insurance		\$ 293,500	\$ 302,400	\$ 311,500	\$ 320,900	\$ 330,600
	<b>116</b>	<b>\$ 5,665,300</b>	<b>\$ 5,835,800</b>	<b>\$ 6,011,400</b>	<b>\$ 6,192,300</b>	<b>\$ 6,378,600</b>
<b><u>Operating Expenses:</u></b>						
- Sub-contracted Work: Third Party Training, Language Assessment...		\$ 40,000	\$ 41,200	\$ 42,500	\$ 43,800	\$ 45,200
- Uniforms		\$ 49,000	\$ 50,500	\$ 52,100	\$ 53,700	\$ 55,400
		<b>\$ 89,000</b>	<b>\$ 91,700</b>	<b>\$ 94,600</b>	<b>\$ 97,500</b>	<b>\$ 100,600</b>
<b><u>Total Reimbursable Payroll &amp; Operating Expenses</u></b>		<b>\$ 5,754,300</b>	<b>\$ 5,927,500</b>	<b>\$ 6,106,000</b>	<b>\$ 6,289,800</b>	<b>\$ 6,479,200</b>

\*Management Fee shall include all costs as listed Section 3.3.

\*\*Reimbursable Payroll and Operating Expense Budgets shall include all costs as outlined in Sections 3.4 and 3.5. Contractor's aggregate annual invoices shall not exceed the total as stated above for Years 1 through 5. It is estimated that 116 FTE reimbursable positions will be needed for the performance of this Contract. The Aviation Authority believes that this estimate fairly describes the scope of work under ordinary circumstances; however, the number of reimbursable positions FTEs may range between 100 and 130 as actual conditions may cause the number of positions to be adjusted accordingly. The Aviation Authority shall only reimburse for the reimbursable positions requested and approved by the Aviation Authority and satisfactorily provided by the Contractor.

**CUSTOMER EXPERIENCE CONTRACT STRUCTURE:**  
**Location 2: Terminal C & Train Station**

**REIMBURSABLE EXPENSES**

<b><u>Payroll Expenses:</u></b>	<b>FTE</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Supervisor	4	\$ 201,800	\$ 207,900	\$ 214,200	\$ 220,700	\$ 227,400
Leads	6	\$ 271,200	\$ 279,400	\$ 287,800	\$ 296,500	\$ 305,400
Ambassadors - C Level 1	4	\$ 142,200	\$ 146,500	\$ 150,900	\$ 155,500	\$ 160,200
Ambassadors - C Level 2	11	\$ 426,500	\$ 439,300	\$ 452,500	\$ 466,100	\$ 480,100
Ambassadors - C Level 6	21	\$ 853,000	\$ 878,600	\$ 905,000	\$ 932,200	\$ 960,200
Ambassadors - C Checkpoint	9	\$ 383,900	\$ 395,500	\$ 407,400	\$ 419,700	\$ 432,300
Ambassadors - Airsides	14	\$ 568,700	\$ 585,800	\$ 603,400	\$ 621,600	\$ 640,300
Ambassadors - Train Station	22	\$ 895,600	\$ 922,500	\$ 950,200	\$ 978,800	\$ 1,008,200
PTO Coverage	5	\$ 203,100	\$ 209,200	\$ 215,500	\$ 222,000	\$ 228,700
Overtime		\$ 98,700	\$ 101,700	\$ 104,800	\$ 108,000	\$ 111,300
Payroll Taxes: Soc Security, Medicare, State & Fed Unemployment		\$ 374,200	\$ 385,500	\$ 397,100	\$ 409,100	\$ 421,400
Health Insurance		\$ 240,700	\$ 248,000	\$ 255,500	\$ 263,200	\$ 271,100
	<b>96</b>	<b>\$ 4,659,600</b>	<b>\$ 4,799,900</b>	<b>\$ 4,944,300</b>	<b>\$ 5,093,400</b>	<b>\$ 5,246,600</b>
<b><u>Operating Expenses:</u></b>						
- Sub-contracted Work: Third Party Training, Language Assessment...		\$ 40,000	\$ 41,200	\$ 42,500	\$ 43,800	\$ 45,200
- Uniforms		\$ 40,200	\$ 41,500	\$ 42,800	\$ 44,100	\$ 45,500
		<b>\$ 80,200</b>	<b>\$ 82,700</b>	<b>\$ 85,300</b>	<b>\$ 87,900</b>	<b>\$ 90,700</b>
<b><u>Total Reimbursable Payroll &amp; Operating Expenses</u></b>		<b>\$ 4,739,800</b>	<b>\$ 4,882,600</b>	<b>\$ 5,029,600</b>	<b>\$ 5,181,300</b>	<b>\$ 5,337,300</b>

\*Management Fee shall include all costs as listed Section 3.3.

\*\*Reimbursable Payroll and Operating Expense Budgets shall include all costs as outlined in Sections 3.4 and 3.5. Contractor's aggregate annual invoices shall not exceed the total as stated above for Years 1 through 5. It is estimated that 96 FTE reimbursable positions will be needed for the performance of this Contract. The Aviation Authority believes that this estimate fairly describes the scope of work under ordinary circumstances; however, the number of reimbursable positions FTEs may range between 85 and 110 as actual conditions may cause the number of positions to be adjusted accordingly. The Aviation Authority shall only reimburse for the reimbursable positions requested and approved by the Aviation Authority and satisfactorily provided by the Contractor.

# Greater Orlando Aviation Authority

## New Vendor Radio Procedure



-Vendors may purchase the radios listed below from any company they choose or use GOAAs trusted partner Radio One

-Programming of GOAA radio channels is done exclusively by Radio One for a fee

### Radio Options:



Part # AAH56RDN9RA1AN

Motorola XPR7550E 4w 1000 ch UHF Portable Radio



Part # AAH06RDN9RA1AN

Motorola R7 4w 64 ch UHF Portable Radio (newest radio)

### Programming Contact:



Radio One, Inc  
4319 35th Street Orlando, FL 32811  
Office: 407-289-0661  
[www.radio1inc.com](http://www.radio1inc.com)

**ADDENDUM NO: 1**

**SOLICITATION NO. 24-163-RFP**

**CUSTOMER SERVICE AMBASSADORS**

**RESPONSE DEADLINE:**

**FEBRUARY 27, 2024, 11:00 A.M. EST**

This addendum forms a part of the Solicitation Documents described above. The original Solicitation Documents remain in full force and effect except as modified by the following which shall take precedence.

- ITEM 1.**      **Question:** Can we get a higher character limit?  
**Answer:** The character limit for Vendor Submissions has been increased to 5000 Characters min.
- ITEM 2.**      **Question:** Experience and Qualifications, there is no option to upload or add text for the questions. Please advise.  
**Answer:** The e-procurement platform, Vendor Submissions #8 has been edited to permit document upload.
- ITEM 3.**      **Question:** Knowledge and Experience of Key Personnel, Managers & Staff, where do we need to enter our answer for this question?  
**Answer:** The e-procurement platform, Vendor Submissions #9 has been edited modified to permit document upload.
- ITEM 4.**      **Question:** Can we get a higher character limit?  
**Answer:** Respondents must comply with the character limits identified for each section in the e-procurement platform, character limits will be increased to 5,000. Respondent's upload attachments have no limit.
- ITEM 5.**      **Question:** Can we double or triple the character limit on each section that has a question?  
**Answer:** character limits will be increased to 5,000.
- ITEM 6.**      **Question:** Can we upload additional documents such as qualification forms due to the very small character limit on the upload site.  
**Answer:** Respondents must comply with the character limits identified for each section in the e-procurement platform, character limits will be increased to 5,000. Respondent's upload attachments have no limit.

**ITEM 7. Question:** Minimum Requirements, where do we need to upload this information?

**Answer:** The e-procurement platform, Vendor Submissions #9 has been edited modified to permit document upload.

**ITEM 8. Question:** Multiple vendor submission fields are character limited. Does the character limitation include spaces?

**Answer:** The character limit will include spaces between words.

\*\*\*\*\* END OF ADDENDUM NO: 1 \*\*\*\*\*

*Janice K. Hughes*

**Janice K. Hughes, CPPB**

**Assistant Manager – Continuing Services  
Procurement Services**

**[Janice.Hughes@goaa.org](mailto:Janice.Hughes@goaa.org)**

**Date: February 9, 2024**



# GREATER ORLANDO AVIATION AUTHORITY

## REQUEST FOR Proposal (RFP)

**24-163-RFP**

### **Customer Service Ambassadors**

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Solicitation documents are available from the Greater Orlando Aviation Authority's Procurement Services Department's e-Procurement Platform:

<https://procurement.opengov.com/portal/goaa>

Search under Projects for: Customer Service Ambassadors

The Aviation Authority's Procurement Department has transitioned to a E-Procurement Platform, OpenGov. Solicitations are posted and electronic responses will be accepted via the e-Procurement Platform.

To get started, click [here](#) to sign up. You will receive an email to activate your account.

For more information about how to register, please see our [help file here](#).

### Registration and Notification of Solicitations

#### THERE IS NO COST FOR VENDORS TO REGISTER WITH OpenGov

#### **Receiving Electronic Responses to Solicitations**

To successfully submit a response to a Solicitation, Vendors are required to submit their electronic response via OpenGov - <https://procurement.opengov.com/portal/goaa>. Mailed, faxed, emailed, and hand delivered submissions will not be accepted. Responses will only be accepted via OpenGov. By way of the e-Procurement Platform, responses will be locked and digitally encrypted until the submission deadline passes.

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## 1.0 **GENERAL INFORMATION**

### 1.1 **Solicitation Information**

- a. Sealed electronic responses will be received for this Solicitation through the Greater Orlando Aviation Authority e-Procurement Platform located at <https://procurement.opengov.com/portal/goaa>. By way of the Platform, responses will be locked and digitally encrypted until the submission deadline passes.
- b. **Responses submitted by hard copy, e-mail, telephone or fax shall not be accepted. Responses submitted outside of the designated electronic submission Platform shall be rejected as non-responsive regardless of where received.**
- c. **The Aviation Authority shall not be responsible for delays caused by any occurrence. This shall include any delay as a result of a technology issue. Any late response shall not be accepted.**
- d. The time/date stamp clock located in the electronic submittal Platform shall serve as the official authority to determine lateness of any response.
- e. Respondents shall not be allowed to modify their responses after the opening time and date. Responses may be examined thirty (30) days after the Solicitation opening or upon recommendation for award, whichever occurs first.

### 1.2 **Submitting Questions and Receiving Responses**

Respondents shall submit all inquiries regarding this Solicitation via the e-Procurement Platform, located at <https://procurement.opengov.com/portal/goaa>. Please note the deadline for submitting inquiries. All answers to inquiries will be posted on the Aviation Authority e-Procurement Platform. Respondents **may also click “Follow” on this Solicitation to receive an email notification when answers are posted.** It is the responsibility of the Respondent to check the website for answers to inquiries.

- a. If a Virtual and/or Pre-Solicitation Conference is held, the location, date, and time is located on the e-Procurement Platform. The purpose of any Pre-Solicitation Conference is to review and discuss the solicitation (and any addenda) as published. Attendance is not mandatory but is highly encouraged. Respondents are expected to be familiar with the Solicitation Documents.
- b. ***Questions will be answered through the e-Procurement Platform.***
- c. If the Procurement Department determines that it is necessary to change the dates or times prior to the due date, the change will be announced and posted on the e-Procurement Platform

- d. All prospective Respondents shall thoroughly examine and become familiar with the Solicitation package and carefully note the items which must be submitted with the Solicitation as detailed in GOAA's e-Procurement Platform **Section, Vendor Submissions**.
- e. Submission of a Response shall constitute an acknowledgment that the Respondent has read and understands the Solicitation Documents. The failure or neglect of a Respondent to receive or examine any Solicitation Document shall in no way relieve it from any obligations under its Response or the Contract. No claim for additional compensation will be allowed which is based upon a lack of knowledge or understanding of any of the Contract Documents or the scope of work.

### **1.3 Communications; Questions Regarding Specifications or Solicitation Process**

- a. Any official communication from a Respondent during the Solicitation process should be submitted to the Aviation Authority via the e-Procurement Platform, <https://procurement.opengov.com/portal/goaa>. A copy of the Administration Policies (Sections 180.01 and 180.03) are available upon request from the Manager of Board Services.
- b. In accordance with the above-referenced policies, any communication directly or indirectly to seek to encourage any specific result in connection with an Aviation Authority selecting process, including but not limited to, written communications, any and all forms of electronic communications or messaging, including social media, oral communications either in person or by telephone, initiated by a Proposer or through a lobbyist, agent or third person, to any Aviation Authority staff and/or Committee/Board member who is a member of any committee constituted for the purposes of ranking Solicitations, making recommendations or making an award, is prohibited from the time that the Solicitation is released to the time that the award is made.

### **1.4 Exceptions to Terms and Conditions within the Solicitation**

- a. If a Respondent desires any changes or modifications to the terms and conditions set forth in the Response Documents, the Respondent should submit these changes or modifications to the Aviation Authority in writing prior to the deadline for questions and comments about the Solicitation. Note that the Aviation Authority will not make changes to the Indemnification and Termination Clauses.
- b. The Aviation Authority will consider such requested changes to the Contract's terms and conditions. If any such requested changes or modifications are acceptable, the Aviation Authority will modify the terms and conditions by Addenda to this Solicitation prior to the deadline for Response submission. In submitting any requested changes or modifications, a Respondent should state the specific terms or conditions in the Aviation Authority's Response Document, which the Respondent wishes to change, and the desired language, terms or conditions. Respondents are requested to not substitute entire agreements or

sets of terms and conditions but discuss separately each term or condition that they take exception to or desire to change.

**Exceptions noted within the response submittal may cause the response to be deemed non-responsive.**

**1.5 Notice of Intent to Award Contract**

Unless all Responses are rejected by the Aviation Authority, a Notice of Intent to Award is anticipated to be provided within ninety (90) days from the opening of Responses to the responsible and responsive Respondent submitting the Response deemed to be most advantageous to the Aviation Authority, all factors being considered. For all procurements, the Aviation Authority reserves the right to reject any or all Responses and to cancel the procurement or to solicit new Responses.

**1.6 Public Meetings/Public Records**

Please be aware that all meetings of the Aviation Authority's Board are duly noticed public meetings and all documents submitted to the Aviation Authority as a part of or in connection with a Solicitation will constitute public records under Florida law regardless of any person's claim that proprietary or trade secret information is contained therein.

**1.7 Code of Ethics and Business Conduct Policy**

The Aviation Authority has adopted a Code of Ethics and Business Conduct Policy (Section 204.01) which addresses the obligation of the Aviation Authority's Board members and employees to follow the Florida Statutes in reference to these issues. This includes, but is not limited to, the obligations of the Aviation Authority's Board members and employees with respect to having an interest in business entities, outside employment, gratuities, divulgence of information, unauthorized compensation and acceptance of gifts. Please be aware that any violation of this policy by a Respondent and/or any attempt to influence an Aviation Authority Board member or employee to violate the policy is sufficient cause for the denial of the right of the Respondent to Respond on any Contract or sell any materials, supplies, equipment, or services to the Aviation Authority for a period of time that is determined by the Chief Executive Officer. A copy of this policy is available upon request from the Chief Administrative Officer.

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## **2.0 SPECIAL CONDITIONS**

### **2.1 Selection Process**

- a. Responses to this Solicitation will be evaluated and ranked by the Procurement Committee (“Committee”). The Committee may, in its sole discretion, seek the assistance of other Aviation Authority staff, consultants and legal counsel with respect to the evaluation and any recommendation for award.
- b. Responses will be evaluated based upon the Evaluation Criteria in the eProcurement Platform.; and supported by the Respondent’s provided required information under Vendor Submissions in GOAA’s e-Procurement Platform.
- c. The Committee will evaluate the responses and may, at its sole discretion, invite one or more of the Respondents that appear to be the most advantageous to interview with the Committee. The purpose of such an interview would be to allow Respondents to elaborate upon their Response before a recommendation for ranking of the Responses is made. Interview responses, along with the written Response will become part of the Respondent’s response to be evaluated by the Committee.
- d. In the event the Committee determines that presentations/interviews are not necessary, the Committee shall submit to the Aviation Authority Board for approval, a ranking and recommendation of the Respondent(s) that are most advantageous to meet the needs of the Aviation Authority. The Aviation Authority Board may accept, reject or amend the recommendation of the Committee.
- e. After the Aviation Authority Board has established and approved the final rankings, negotiations with the highest ranked firms may be initiated. If any of those negotiations are unsuccessful, the Aviation Authority may open negotiations with the next ranked firm, etc. until the successful completion of negotiations and execution of a contract. The Aviation Authority may reject all Responses at any time throughout this process.
- f. The Aviation Authority shall have the right, but not the obligation, to award all or any portion of the services. The extent and scope of the Services, along with the fees for such services, will be subject to final approval by the Aviation Authority. The Aviation Authority intends, but is not obligated, to enter into a non-exclusive agreement with the highest ranked Respondent to perform the required Services described herein. The Aviation Authority reserves its right to award any or all of the advertised services subject to the availability of funding.
- g. The Aviation Authority reserves the right to waive any informality in the Response, to reject any and all Responses, and to re-advertise or elect not to proceed with the services for any reason. All recommendations and decisions regarding award of the services shall be made at open public meetings in accordance with the requirements of Florida Statute 286.011, and all interested

parties are invited to attend such meetings.

- h. **Following the Aviation Authority Board approval of the Committee ranking, the Aviation Authority may approve a Contract** or enter into negotiations with the top-ranked Respondent, in order to consummate a contract on terms that are fair, competitive and reasonable. Should the Aviation Authority be unable to negotiate a satisfactory contract with the top-ranked Respondent, negotiations with that Respondent shall be terminated. The Aviation Authority may undertake negotiations with the second-ranked Respondent, and if necessary, additional Respondents in accordance with the order of ranking.
- i. Upon successful completion of contract negotiations with a Respondent, the Aviation Authority shall have the right, but not the obligation, to award all or any portion of the services. The extent and scope of the Services, along with the fees for such services, will be subject to final approval by the Aviation Authority. The Aviation Authority intends, but is not obligated, to enter into a non-exclusive agreement with the highest ranked Respondent to perform the required Services described herein. The Aviation Authority reserves its right to award any or all of the advertised services subject to the availability of funding.
- j. The Aviation Authority reserves the right to waive any informality in the Solicitation, to reject any and all Solicitation, and to re-advertise or elect not to proceed with the services for any reason.
- k. All recommendations and decisions regarding award of the services shall be made at open public meetings in accordance with the requirements of Florida Statute 286.011, and all interested parties are invited to attend such meetings. The meetings of the Committee and Aviation Authority Board are public meetings.

## **2.2 Surety Bonds/Letters of Credit/Liability Insurance**

A Surety Bond/Letter of Credit **is** required for this Contract.

- a. Prior to Aviation Authority's execution of the Contract and within ten (10) business days of the award, the Contractor shall furnish to Aviation Authority a Performance Bond, and a Payment Bond if required, completed on the Aviation Authority's forms provided in the Contract Documents. Such Performance Bond shall be current and in compliance at all times during the Term of the Contract in a penal sum equal to **One Million Dollars (\$1,000,000.00)**.
- b. The Contractor may elect to provide the Aviation Authority, in lieu of the required Performance Bond (but not the Payment Bond if required by general law), a letter of credit in an amount equal to **One Million Dollars (\$1,000,000.00)**, and issued on the Aviation Authority's form of irrevocable standby letter of credit ("Letter of Credit"). The Contractor shall provide the Aviation Authority with a Letter of Credit that remains in effect for at least one year after the expiration or earlier termination of the term of the Contract including any renewal or other extended term. If the



Contractor fails to perform any obligation required of it under the terms of the Contract including, but not limited to, providing the Aviation Authority with an acceptable renewal or replacement letter of credit within the required time limits, the Aviation Authority shall be entitled, in addition to any other remedies, to draw the full amount of the funds available under any Letter of Credit provided by Contractor to Authority and to hold such funds until such time as the Aviation Authority in its discretion shall determine the amount of damages, costs and expenses owing to it from the Contractor. The Aviation Authority shall retain from such funds an amount equal to its actual or anticipated damages, costs and expenses, and shall thereafter return the remaining amount of the funds, if any, to the Contractor.

- c. Prior to the commencement of any renewal or extended term of the Contract, Contractor, at its own expense, shall provide to the Aviation Authority an acceptable renewal or replacement Performance Bond or Letter of Credit, rider to an existing Performance Bond or Letter of Credit, or continuation amendment to an existing Performance Bond or Letter of Credit .
- d. Except as provided in this Performance Bond Section, the Aviation Authority will not accept any change or modification to the forms of Performance Bond or Letter of Credit attached to these Solicitation Documents. The sole change to the forms of Performance Bond and Letter of Credit that the Aviation Authority will accept is that the Contractor may provide a Performance Bond or a Letter of Credit **that is for a period of less than the full initial term of the Contract but which still has an effective term of not less than twelve (12) months**. The Aviation Authority shall release any existing Letter of Credit provided by the Contractor upon the Aviation Authority's receipt and approval of a renewal or replacement Letter of Credit that complies with the requirements of this Contract.
- e. If the Contractor is required to provide any renewal of the Performance Bond or Letter of Credit, rider to an existing Performance Bond or Letter of Credit, or continuation amendment to an existing Performance Bond or Letter of Credit (collectively, the "Replacement"), Contractor shall, at the discretion of the Aviation Authority, calculate the penal sum/amount (the "Amount") of any such Replacement as follows:
  - 1) If the Renewal is provided in connection with the expiration of an existing Performance Bond or Letter of Credit prior to expiration of the initial term of the Contract but not in connection with an amendment to the Contract where the compensation to be paid to Contractor is increased, the Replacement shall be in an Amount equal to the Amount of the then current Performance Bond or Letter of Credit.
  - 2) If the Replacement Performance Bond is provided in connection with an amendment of the Contract where the compensation to be paid to the Contractor during the period covered by the then current Performance Bond or Letter of Credit is increased for any reason, the Replacement shall be in an Amount equal to the Amount of the then current Performance

Bond or Letter of Credit plus an amount that bears the same ratio to the increased compensation to be paid to the Contractor that the Amount of the then current Performance Bond or Letter of Credit bears to the total compensation to be paid to the Contractor prior to such amendment to the Contract.

- 3) If the Replacement is provided in connection with the renewal or extension of the Contract and the required Amount of the Performance Bond or Letter of Credit for the initial term of the Contract is stated as a fixed Amount, the Replacement shall be in an Amount equal to the lesser of either (i) the Amount required during the initial term of the Contract; or (ii) an Amount that bears the same ratio to the total estimated compensation to be paid to the Contractor during the renewal term that the Amount required during the initial term of the Contract bore to the total estimated compensation to be paid to the Contractor during the initial term of the Contract.
  - 4) If the Replacement is provided in connection with the renewal or extension of the Contract and the required Amount of the Performance Bond or Letter of Credit for the initial term of the Contract is stated as a fraction or percentage of the Contract price, the Replacement shall be in an Amount equal to the same annualized percentage of the total estimated compensation (including any reimbursable expenses) to be paid to the Contractor during the renewal term (i.e., if the initial Performance Bond or Letter of Credit is 1/6 of the total three year Contract cost, then the Replacement will be one-half of the total estimated compensation to be paid to the Contractor during the renewal year).
- f. Failure to timely submit an acceptable Performance Bond or Letter of Credit prior to commencement of the Contract in addition to all other rights available to the Aviation Authority under law, shall give the Aviation Authority the right to withdraw the Notice of Intent to Award, without the need for providing the Contractor advance notice or the opportunity to cure. Contractor acknowledges responsibility for any damages or costs incurred by the Aviation Authority due to its failure to comply with this Section.
- g. Surety Bonds delivered to the Aviation Authority in satisfaction of any requirement under this Contract must meet the following criteria:
- 1) Bid Bonds provided to the Aviation Authority in connection with Contracts shall be duly issued by an insurer or corporate surety (a) on a bond form provided by Aviation Authority, or on a form substantially the same as Aviation Authority's form; b) obligating the surety for at least ninety (90) days following the date on which Bids are publicly opened; and (c) by an insurer or corporate surety that is authorized to conduct insurance business in the State of Florida.

2) Performance and Payment Bonds provided to the Aviation Authority in connection with Contracts having a value of \$500,000.00 or less shall be duly issued by an insurer or corporate surety which:

- a) Is authorized to conduct insurance business in the State of Florida;
- b) Currently holds a certificate of authority authorizing it to write surety bonds in the State of Florida; and
- c) Is otherwise in compliance with the provisions of the Florida Insurance Code.

3) Performance and Payment Bonds provided to the Aviation Authority in connection with Contracts having a value in excess of \$500,000.00 shall be duly issued by an insurer or corporate surety which:

- a) Is authorized to conduct insurance business in the State of Florida;
- b) Holds a currently valid certificate of authority by the U.S. Department of Treasury pursuant to 31 U.S.C. ss 9304-9308; and
- c) Has no less than a "B+" Financial Rating and a Financial Size Category of "Class VI" or higher according to the most current edition of AM Best Rating Services.
- d) Notwithstanding the provisions of (c) above, an insurer or corporate surety which is not rated by AM Best Rating Services may be accepted by Aviation Authority, but only if approved by Aviation Authority's Risk Manager and Department Vice President following a review or investigation of the insurance company's financial and performance standing, including without limitation, its capital adequacy, assets, earnings, of the insurance company's financial and performance standing, including without limitation, its capital adequacy, assets, earnings, liquidity and such other factors as the Aviation Authority's Risk Manager may deem appropriate.

h. Liability Insurance Companies furnishing insurance coverages required by these General Conditions shall (a) be currently authorized to conduct insurance business in the State of Florida, and (b) must have no less than a "B+" Financial Rating and a Financial Size Category of "Class VI" or higher according to the most current edition of AM Best Rating Services.

i. In the event that the Aviation Authority requests Contractor to purchase materials or as a condition to approval of a Subcontractor in accordance with Section 5 of the Standard Terms and Conditions, the Aviation Authority shall

have the right to require Contractor to provide a payment bond in accordance with Section 255.05, Florida Statutes.

- j. Letters of Credit shall be issued by a bank with an office located in the State of Florida and reasonably acceptable to the Aviation Authority's Chief Executive Officer or designee.

### 2.3 Insurance Requirements

**The Respondent's submittal shall demonstrate ability to meet all portions listed in this Section by providing evidence of one of the following: Certificate of Insurance on Acord form or form acceptable to Aviation Authority, signed affirmation of ability to comply from a licensed insurance agent, or insurance quote.**

If awarded a contract and prior to Notice to Proceed, the Awarded Contractor must attain and provide a Certificate of Insurance in compliance with this Section. At its sole expense, the Contractor shall maintain the following insurance during the term of this Contract, including any extensions or renewals and such insurance will apply to Contractor, its employees, agents, and Subcontractors.

#### a. **Commercial General Liability and Automobile Liability:**

- 1) Commercial General Liability insurance covering any and all claims for property damage and bodily injury (including death) and including, but not limited to premises, products and completed operations, and Contractual liability for Contractor's covenants, with a limit of liability not less than **Five Million Dollars (\$5,000,000)** per occurrence, for AOA access; and
- 2) Automobile liability insurance covering each motor vehicle, including but not limited to owned, non-owned, or hired, used in conjunction with providing Services on Aviation Authority property resulting in property damage or bodily injury, including death with a limit of not less than less than **Five Million Dollars (\$5,000,000)** combined single limit per accident, for AOA access;
- 3) Additional Insured Endorsement. Such above referenced liability insurance shall name the Aviation Authority and the City of Orlando and their members (including, without limitation, members of the Aviation Authority's Board and the City's Council and members of the citizens' advisory committees of each), officers, employees, and agents as additional insureds.

#### b. **Workers' Compensation and Employer's Liability.**

The following insurance shall apply to all Contractor's employees who will be engaged on the Aviation Authority property in the performances of Services in this Contract: (i) workers' compensation insurance with statutory limits in

accordance with Florida law, and (ii) employer's liability insurance policy limits not be less than \$100,000 for each accident, \$100,000 for disease each employee and \$500,000 for disease policy limit. If the Contractor is self-insured, the Contractor shall provide proof of self-insurance and authorization to self-insure as required by applicable Florida laws and regulations. The Aviation Authority will not accept State of Florida exemptions.

**c. Other Insurance Requirements.** Contractor agrees to the following as it relates to all above required insurance:

- 1) Self-Insured Retention and Deductibles. Contractor's insurance policies shall not be subject to a self-insured retention or deductible exceeding Ten Thousand Dollars (\$10,000), if the value of the Contract is less than \$1,000,000, and not be subject to a self-insured retention or deductible exceeding One Hundred Thousand Dollars (\$100,000), if the Contract is \$1,000,000 or more, unless approved by the Aviation Authority's Chief Executive Officer. The above deductible limits may be exceeded if the Contractor's insurer is required to pay claims from the first dollar at 100% of the claim value without any requirement that Contractor pay the deductible prior to its insurer's payment of the claim.
- 2) Insurance policies shall be primary insurance and not contributory to any other valid insurance the Aviation Authority may possess, and that any other insurance the Aviation Authority does possess shall be considered excess insurance only.
- 3) Insurance shall be carried with an insurance company or companies be currently authorized to conduct insurance business in the State of Florida, and must have no less than a "B+" Financial Rating and a Financial Size Category of "Class VI" or higher according to the most current edition of AM Best Rating and said policies shall be in a form acceptable to the Aviation Authority.
- 4) Any liability insurance maintained by Contractor written on a claims-made form basis will maintain coverage for a period of time determined by the Aviation Authority to be appropriate to cover claims made after the Contractor has concluded its services to the Aviation Authority.
- 5) All insurance required for this Contract shall contain a waiver of subrogation clause, as allowed by law, in favor of the Authority and the City of Orlando.
- 6) A properly completed and executed Certificate of Insurance on a form provided or approved by the Aviation Authority (such as a current ACORD form) evidencing the insurance coverages required by this Section shall be furnished to the Aviation Authority upon the Notice of Intent to Award of the Contract and each renewal thereafter during the term of this Agreement and its renewal/extension. Contractor

acknowledges that any acceptance of Certificate of Insurance by the Aviation Authority does not waive any obligations herein this Agreement.

- 7) The Aviation Authority is currently contracted with a third party for the management of all insurance certificates related to Aviation Authority Contracts. Contractors who enter into a Contract with the Aviation Authority will be contacted directly by the third-party vendor for insurance certificates and related matters such as expired certificates. An introductory letter will be sent instructing each Contractor of the proper procedures for processing updated insurance certificates as well as any other insurance related matter that may arise over the term of the Contract. Contractors will respond as directed in the introductory letter as well as any further instructions they may receive.
- 8) The Contractor shall provide the Aviation Authority immediate written notice of any adverse material change to the Contractor's required insurance coverage. For purposes of this Insurance Section, an "adverse material change" shall mean any reduction in the limits of the insurer's liability, any reduction of any insurance coverage, or any increase in the Contractor's self-insured retention and any non-renewal or cancellation of required insurance.
- 9) If any insurance coverage is canceled or reduced, Contractor shall, within forty-eight (48) hours remit to the Aviation Authority a Certificate of Insurance showing that the required insurance has been reinstated or replaced by another insurance company or companies acceptable to the Aviation Authority. If Contractor fails to obtain or have such insurance reinstated, the Aviation Authority may, if it so elects, and without waiving any other remedy it may have against Contractor, immediately terminate this Contract upon written notice to Contractor.
- 10) The Aviation Authority's Chief Executive Officer shall have the right to alter the monetary limits or coverages herein specified from time to time during the term of this Contract, and Contractor shall comply with all reasonable requests of the Chief Executive Officer with respect thereto.

## **2.4 Regulations**

- a. The Contractor shall comply with all applicable federal, state and local laws, ordinances, rules and regulations pertaining to the performance of the work specified herein.
- b. Contractor shall comply with all health and sanitary regulations adopted by all applicable governing bodies. Contractor shall give access for inspection purposes to any duly authorized representative of such governing bodies.
- c. The Contractor shall obtain all permits, licenses and certificates, or any such approvals of plans or specifications as may be required by Federal, State and



local laws, ordinances, rules and regulations, for the proper execution of the work specified herein.

- d. Contractor shall comply with Federal and State right-to-know laws if hazardous materials are used. The SDS (Safety Data Sheets) shall be made available to all workers and Aviation Authority's Authorized representatives. Contractor shall report immediately to the AAR any spillage or dumping of hazardous materials on Aviation Authority property. The Contractor shall also be responsible for the cleanup and any costs incurred for all such incidents.
- e. During the performance of this Contract, Contractor shall keep current and, if requested by the Aviation Authority, provide copies of any and all licenses, registrations or permits required by applicable governing agencies. Contractor shall keep a copy of any and all licenses, registrations and permits on the job site while performing the Contract work.

## **2.5 Use of Premises**

During the progress of the work specified herein, the Contractor shall keep the premises free from accumulation of waste materials and other debris resulting from the work. At the completion of the work, the Contractor shall remove all waste materials and debris from and about the premises, as well as tools, equipment, machinery and surplus material, and leave the site clean and ready for occupancy by the Aviation Authority.

## **2.6 Safety and Protection**

The Contractor shall be solely and completely responsible for initiating, maintaining, and supervising all safety precautions and programs in connection with the work. The Contractor shall take all necessary precautions for safety of and shall provide the necessary protection to prevent injury to, all employees on the work site and other persons including but not limited to, the general public who may be affected thereby.

## **2.7 Contractor's Personnel**

The Contractor must provide all personnel deemed necessary to meet the requirements of the Contract.

- a. The Contractor's employees shall be instructed that no gratuities shall be solicited or accepted for any reason whatsoever from the tenants, customers, or other persons at Orlando International Airport.
- b. The Contractor shall be responsible for ensuring that all "lost and found" articles found by its employees on Aviation Authority's premises are turned over to the Aviation Authority or the Aviation Authority's designated agent in charge of such articles.
- c. Contractor shall transfer promptly from the Aviation Authority any employee or employees that the Aviation Authority advises are not satisfactory and replace



such personnel with employees satisfactory to the Aviation Authority; but in no event shall Aviation Authority be responsible for monitoring or assessing the suitability of any employee or agent of Contractor.

- d. A valid Florida driver license (Commercial Driver License, if applicable) will be required of all personnel operating motor vehicles or motorized equipment on roadways in or around Orlando International Airport. Each of the Contractor's motor vehicles brought onto the Aviation Authority's premises shall have the Contractor's business name and/or logo prominently displayed on both front doors of such vehicle.
- e. Contractor will abide by all State and Federal regulations on wages and hours of an employee dealing with the employment relationship between Contractor and its subsidiaries or related parties and its employees, including but not limited to the Florida Human Relations Act, the Federal National Labor Relations Act, the Federal Fair Labor Standards Act, the Federal Civil Rights Act of 1964, as amended, and the Americans with Disabilities Act.
- f. All Contractor and any Subcontractor employees who perform services pursuant to this Contract shall be able to read, write, speak and understand the English language.
- g. Contractor shall maintain a drug-free workplace within the meaning of the Florida Drug-free Workplace Act. No employee shall be hired by a Contractor for work on Aviation Authority's premises prior to such employee having tested negative for drugs. In addition, existing employees of the Contractor must be subject to drug testing by the Contractor upon reasonable suspicion of drug use. Results of all such drug tests are to be retained by the Contractor. Copies shall be provided to the Aviation Authority, if requested.
- h. While working on airport property all Contractor's employees shall wear neat-appearing uniforms with the company name and/or logo and footwear of a style that complies with all legal and safety requirements, including and without limitation, the requirements of OSHA.

## **2.8 Airport Security**

The successful Respondent will be required to comply with all applicable regulations of the TSA and of the Aviation Authority relating to Airport security, including those relating to access to the AOA of Orlando International Airport, as such regulations may be in effect or changed from time to time.

## **2.9 Airport Operations Area**

- a. The Contractor's personnel and vehicles shall not be allowed within the Airport Operations Area (AOA), which includes the ramp area and aprons, unless authorized by the Vice President. Contractor's personnel are required to successfully complete SIDA Training and demonstrate proficiency in all Airport

Operations Instructions (AOI's) regarding secured access to airfield and aircraft ramp and apron areas. No escorts of any type will be provided.

- b. Airport Security: Contractor's services shall be performed in accordance with the Transportation Security Administration (TSA), Federal Aviation Administration (FAA), and any other governmental agency security directives, rules, and regulations. The FAA and the TSA may assess fines and penalties for Contractor's noncompliance with the provisions of Title 49 Code of Federal Regulations (CFR), Parts 1540 and 1542, as amended from time to time, or by other agencies for noncompliance with laws or regulations applicable to Contractor's operations. Within ten (10) days of notification in writing, Contractor shall reimburse the City for any paid fines or penalties assessed against the City because of Contractor's noncompliance with 49 CFR 1540 and 1542 or other applicable laws or regulations.
- c. The Contractor acknowledges that fines or penalties associated with non-compliance with security regulations must be reimbursed to MCO.

## **2.10 Verification of Employment Status**

- a. Prior to the employment of any person under this Contract, the Contractor shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Contractor during the Contract term, and an express requirement that Contractors include in such subcontracts the requirement that Subcontractors performing work or providing services pursuant to the Aviation Authority. Contractors will utilize the E-Verify system to verify the employment eligibility of all new employees hired by the Subcontractor during the Contract term. For more information on this process, please refer to United States Citizenship and Immigration Service site at: <http://www.uscis.gov/portal/site/uscis>.
- b. **Only those employees determined eligible to work within the United States shall be employed under this Contract.**
- c. By submission of a Response to this Solicitation, the Contractor affirms that all employees in the above categories shall undergo e-verification before placement on this Contract. The Contractor shall commit to comply with this requirement.

## **2.11 Identification and Access Requirements**

- a. Contractor is required to conduct an employee background check, or require its Subcontractors to perform an employee background check, in accordance with the requirements herein on each person proposed for employment at Orlando International Airport in connection with this Contract, if such person is an employee of Contractor or an employee of a Subcontractor for whom Contractor is required to sign the Aviation Authority's badge application ("Contractor Responsible Employees"). Such background check must be successfully completed prior to such person applying for an access control

identification badge with the Aviation Authority. Each background check shall be performed to the following minimum requirements:

- b. Each employee must provide a ten (10) year work history.
- c. Contractor must confirm the last five (5) years of each employee's work history. Any gaps in employment of thirty (30) days or more during such five-year period must be explained in writing by the employee and must be confirmed by Contractor through W-2s, student transcripts, medical records, or written references of stay-at-home situations from credible local persons such as pastors or priests (which reference must indicate personal knowledge of employee's general work history during the gap period).
- d. Contractor must check each employee's criminal history for the immediately preceding five years, with such check to be conducted in each county where the employee has lived or worked in such five-year period.
- e. Contractor shall not present any Contractor Responsible Employee to the Aviation Authority's Access Control Office for badging if such person has any unexplained gaps in their work history, has a criminal record that would disqualify them from receiving an access control badge or has an unacceptable termination record.
- f. The Aviation Authority will issue, for a non-reimbursable fee, as stated below to all Contractor Responsible Employees an identification badge that will display their picture, name, and other applicable information; and any key(s) required in the performance of the Contract, provided that such person meets the minimum criteria established to receive a badge. At all times while on airport property, the Contractor Responsible Employees are required to display such badges prominently on their uniforms in accordance with Aviation Authority's guidelines. Every new employee requiring unescorted access to a secure area of the airport must be electronically processed by the Aviation Authority's Access Control Office for a Criminal History Records Check and Security Threat Assessment before an identification badge is issued. In addition to this records check, the employee will be required to attend security training class (approximately 1 hour), and in the case of operating a vehicle on the Airport Operating Area (AOA) the employee will also be required to attend a driving safety class (approximately 1 hour); both training classes are provided by the Aviation Authority. The Contractor shall maintain, and shall require its Subcontractors to maintain, a permanent record in its files of the background information, including drug screening tests, on all current and former employees who are utilized in the performance of this Contract and, when requested, shall provide such information to Aviation Authority, TSA, or such other entity as deemed appropriate by the Aviation Authority. The Contractor further agrees to perform, or require its Subcontractors to perform, such additional employee background checks, fingerprinting, or other identification measures as may be required by any future security rules or applicable federal regulations.

g. Fees Associated with Identification Badges and Keys

New Issue/Renewal	\$100.00
Name Change	\$25.00 (paid at time of issuance)
Addition	\$25.00 (i.e. adding company name, driver, etc.)
Deletion	\$25.00
Lost	\$500.00
Stolen	No Charge with proper documentation
New Hard Key	\$50.00
Lost Hard Key	\$500.00
AOA Vehicle Decal	\$25.00 per vehicle

**Note: No personal checks or credit card payments are accepted. Companies will be assessed a \$1,000.00 fee for each non-returned identification badge and \$500.00 for each non-returned key.**

**Fees may be increased by the Aviation Authority at any time during the term of this Contract, upon thirty (30) days' notice.”**

h. Contractor must maintain all information described above for a period of four (4) years following expiration of this Contract. Such information is subject to audit by the Aviation Authority and must be sufficient in scope and detail to permit verification of compliance by Aviation Authority audit. Actual damages to the Aviation Authority resulting from a breach by Contractor of its obligations hereunder will be difficult or impossible to determine. As a result, Aviation Authority shall be entitled to recover liquidated damages of \$250.00 for every Contractor Responsible Employee presented to the Aviation Authority for access control badging (a) for whom the above background check has not been completely and accurately performed, or (b) who should not have been presented per the above guidelines. The amount payable hereunder by Contractor is not a penalty, is in addition to any access control badging application fee paid by the employee and is payable whether or not such employee is issued an access control badge by the Aviation Authority.

i. Contractor must co-sign with the Subcontractor all badge applications for any employee of a temporary employment agency engaged as a Subcontractor to provide personnel to Contractor on this Contract. All employees provided by temporary employment agencies for this Contract shall be Contractor Responsible Employees. Before submitting a badge application for an employee provided on this Contract by a temporary employment agency, Contractor or the temporary employment agency must submit to the Aviation Authority's Authorized Representative (AAR) for prior approval of such employee, a Contract between the temporary employment agency and such employee reflecting an intended assignment of such employee to the Contract for the remaining duration of the Contract or the duration of the Contractor's need for such position.

j. **Customs and Border Patrol Badge**

Customs and Border Protection Seal is not currently a requirement for this Contact, however; it may be a future request by the AAR.

- 1) The U.S. Customs and Border Protection required badge for the purposes of performing duties under the Contract is a hologram badge. The Contractor will comply with all U.S. Customs Service requirements in order to obtain and maintain a hologram to be affixed on the Aviation Authority badge. Currently a bond must be posted with U.S. Customs and Border Protection before any holograms are issued. Contractor should verify bond cost with U.S. Customs and Border Protection. The bond amount could change if the Contractor commits U.S. Customs and Border Protection violations or if the U.S. Customs and Border Protection changes its rules or procedures.
- 2) Post a continuous CF 301 Bond (Type 1 or 2) or an Airport Security Bond. The bond is obtained from an authorized surety company as referenced in 19CFR113.37. The face value of the bond depends upon how many employees will require access to the Customs security areas.
 

Less than 15	\$25,000.00
Between 15 - 25	\$50,000.00
More than 25	\$100,000.00
- 3) The CF 301 Bond can be designated as an import/broker bond, warehouse bond, international carrier bond, or a non-specific Airport Security Bond.
- 4) The Contractor must have a sufficient number of management staff as well as regular staff, (as permitted by local U.S. Customs and Border Patrol officials) badged with Federal Inspection Station (FIS) (US Customs and Border Patrol) credentials, to ensure adequate staff on all shifts are capable of responding to FIS calls without escort.

**2.12 Small Business Program**

The Aviation Authority encourages the participation of small businesses on contracts considered for award. To that extend the Aviation Authority has established the following goal(s) as stated in the table below:

Small Business Participation Goal(s)	
MWBE Goal	LDB/VBE Goal
20%	0%

- a. It is the policy of the Aviation Authority that MWBE shall have the maximum opportunity to participate in the purchase of goods and services, and the Aviation Authority has established the MWBE Participation Program to

implement this policy. This participation can take the form of purchasing Contracts, subcontracts, joint ventures or similar arrangements.

- b. The Response will be considered non-responsive to the Solicitation and rejected if the Respondent fails to demonstrate, to the reasonable satisfaction of the Aviation Authority, as required by the MWBE policy, that the Respondent has met or has made a good faith effort to meet the established MWBE.
- c. Respondents including MWBE(s), shall meet the MWBE participation goal through first tier participation unless otherwise stated in the proposal.
- d. A list of currently certified MWBE may be obtained via the internet at <https://orlandoairports.net/airport-business/>. The Aviation Authority will provide this information as a convenience only, and Respondents shall be solely responsible for ensuring all MWBE(s) are capable of performing. Certification of eligibility as an MWBE(s) should be completed prior to submission of a Response. During the Solicitation process, Respondents may contact the Office of Small Business Development for any questions or information concerning the MWBE(s) Participation Program.
- e. After the Responses are opened, but prior to award, the Aviation Authority may request, receive, and review additional information from Respondents in order to verify the accuracy of the level of information presented by Respondents with their Responses and the good faith effort of Respondents to reach the MWBE(s) goal.
- f. Prior to and after the Responses are opened and prior to an award of the Contract, the Aviation Authority may request, receive and consider omitted and supplemental information from the Respondents as to the certification of Respondents, if applicable, and of any Respondent's Subcontractor, supplier or joint venture in order to determine MWBE(s) status.
- g. The successful Respondent shall enter into subcontract(s)/purchase orders with the MWBE(s) identified in the Respondent's Response documents which the Aviation Authority relied upon in awarding this Contract, subject only to the Aviation Authority's right to approve all Subcontractors. The Contractual arrangements with the MWBE(s) shall incorporate such reasonable terms as are required to complete the work described therein while furthering the Aviation Authority's MWBE(s) policy. The successful Respondent must submit copies of the signed subcontract(s)/purchase order(s) to the office of Small Business Development for each MWBE(s) prior to commencement of performance under this Contract. Failure to enter into the subcontract(s)/purchase order(s) with the MWBE(s) identified in the Respondent's Response documents or failure to submit copies of the signed subcontract(s)/purchase order(s) may result in loss of the award to Respondent.
- h. A Respondent shall not breach any of its obligations with the MWBE(s). In the event Respondent desires to terminate or replace a MWBE, Respondent shall



promptly notify the Aviation Authority of the impending termination, the reason for the termination and obtain the Aviation Authority's approval prior to proceeding with the termination. Following the termination Respondent shall replace the terminated MWBE(s) with another MWBE(s). If the Respondent is unable to utilize another MWBE(s) for performance of that portion of this Contract, the Respondent shall provide the Aviation Authority with documentation, in a form satisfactory to the Aviation Authority, showing that it is not possible to replace the terminated MWBE with another MWBE(s). The MWBE(s) percentage for participation must not decrease below the percentage proposed during the term of the Contract.

- i. The successful Respondent shall submit to the Aviation Authority a Disbursement Form with each invoice submitted for payment, indicating the amount of money spent with each MWBE(s) since the previous invoice.
- j. Failure to carry out the requirements set forth herein or the commitments made by the Respondent (e.g. failure to subcontract with and use MWBE(s), to pay MWBE(s) as committed in the Response documents, the failure to promptly pay MWBE(s) Subcontractors in accordance with Section 3, etc.) shall constitute a breach by the Respondent of this Contract and may result in termination of the Contract by the Aviation Authority or such other remedy as the Aviation Authority deems appropriate. Additionally, Contractor is reminded two or more failures to satisfy the requirements set forth herein or the commitments made by Respondent may result in debarment under the Aviation Authority's Debarment of Contractors Policy 130.04.
- k. Compliance with the MWBE(s) policy of the Aviation Authority does not relieve Respondents of the equal employment opportunity obligations under state and Federal laws and regulations.

### **2.13 Good Faith Effort Requirements**

- a. If the Respondent fails to meet the MWBE(s) Participation Goals, the Aviation Authority will require Respondent to submit evidence of good faith efforts within two (2) business days of request; such evidence may include, but is not limited to the following:
  - b. Indicating the name and title of the person responsible for the Respondent's good faith efforts to reach the participation goal;
  - c. Provide evidence of attendance at Pre-Solicitation Conference meeting, if any, scheduled by the Aviation Authority to inform MWBE(s) firms of subcontracting opportunities under a given Contract;
  - d. Provide a list of MWBE(s) firms contacted;
  - e. Provide copies of written correspondence to MWBE(s) firms that their Response is being solicited, as well as certified return receipts to prove receipt or the reason for non-delivery;



- f. Provide evidence of information provided to the MWBE(s) firms about the specific work the Contractor intends to subcontract;
- g. Provide evidence of information provided to MWBE(s) firms on bonding and insurance requirements;
- h. Provide copies of advertisements in general circulation media, trade association publications, and minority focus media advertising for MWBE(s) firms interested in subcontracting;
- i. Provide evidence that Respondent provided interested MWBE(s) firms with assistance in reviewing the Contract plans, specifications, and the terms and conditions of the general Contract, subcontract and addenda;
- j. Providing evidence that the Respondent provided MWBE(s) firms prompt notice of addenda affecting specific trade Contractors;
- k. Provide evidence that Respondent made follow-up inquiries after initial solicitations of interest from MWBE(s) firms. Respondent shall maintain documentation of the date, time and name of individuals contacted. A telephone log is acceptable documentation of this activity;
- l. Provide a list of quotes submitted by MWBE(s) firms;
- m. Provide documentation as to why MWBE(s) firms were not utilized;
- n. In those instances where a majority Subcontractor is selected for a scope of work for which MWBE(s) Responses were submitted, the Respondent shall submit records of all quotations received from MWBE(s) firms and from the selected majority Subcontractor, and provide an explanation of the reasons why the MWBE(s) firms will not be used during the course of the Contract. Receipt of a lower price quotation from a non MWBE(s) firm prior to or at the time of Solicitation Opening will not in itself excuse a Respondent's failure to meet participation goals. It is incumbent upon the Respondent to demonstrate that MWBE(s) firms were not rejected as unqualified without a thorough and documented investigation of their capabilities and capacity.
- o. Additional information on meeting good faith efforts can be found by going to <https://orlandoairports.net/airport-business/>.

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### **3.0 COMPENSATION - INVOICE AND PAYMENT FOR SERVICES**

#### **3.1 Invoices**

- a. The Aviation Authority shall pay the Contractor, subject to authorized deductions, and subject to the provisions of the following: Sub-Sections: 3.3 Management Fee, Sub-Section 3.4 Reimbursable Payroll, and Sub-Section 3.5 Operating Expenses - up to the amounts set forth on the Proposal Pricing Tables for Contractor Staff that is authorized by the Aviation Authority as required by the Specification. See Proposal Pricing Tables in the eProcurement Platform - Management Fee tables and Reimbursable Payroll and Operating Budget tables for each distinct location.
- b. The Contractor shall invoice the Aviation Authority for the following: the Management Fee; and the Reimbursable Payroll and Operating Expenses; by the tenth (10<sup>th</sup>) day of each month following the month in which the services were performed by the Contractor in conformity with Contract requirements.
- c. The Contractor's invoice shall describe the services rendered, dates rendered, and shall contain invoices for Reimbursable Payroll and Operating Expenses and other information as needed and be accompanied by such supporting documents and materials as the Aviation Authority shall request.
- d. The Contractor's monthly invoices for Management Fees for each of the five (5) years of the Contract shall not exceed one-twelfth (1/12<sup>th</sup>) of the Contractor's Management Fees for the applicable year, as set forth on the Proposal Pricing Pages within the eProcurement System.
- e. The cumulative total of the Contractor's monthly invoices submitted for the Reimbursable Payroll and Operating Expenses for each of the five (5) years of the Contract shall not exceed the total Aviation Authority provided amount for the applicable year, as set forth on Proposal Pricing Pages, unless prior written authorization is obtained from the Chief Executive Officer or designee.
- f. If the term of this Contract shall end on a day other than the last day of a calendar month, the payment of the Management Fee and the Reimbursable Payroll and Operating Expenses for such month (and up to the extent provided in the Sub-Sections below), shall be pro-rated based upon the actual number of days in the month.
- g. Notwithstanding any other provision hereof, the Aviation Authority shall have the right to deduct any amounts due the Aviation Authority from the Contractor from the Management Fee and Reimbursable Payroll and Operating Expenses payable by the Aviation Authority to the Contractor.
- h. The Aviation Authority shall pay the undisputed amount of Contractor's invoice per The Florida Prompt Act. Items in dispute shall be paid upon the resolution of the dispute in accordance with the Florida Prompt Payment Act.

- i. The Aviation Authority shall have the right, but not the obligation, to pay directly to third parties (including Subcontractors) all past due amounts owed by Contractor to third parties for labor and materials used for the work hereunder, based on invoices submitted by such third party, and all such amounts paid by the Aviation Authority shall be applied toward, and shall reduce, amounts owed to Contractor hereunder.
- j. The Contractor shall submit all invoices to: Greater Orlando Aviation Authority, Finance Manager, P.O. Box 620125, Orlando, Florida 32862-0125. Invoices may be sent electronically to accounts payable [goaa-ap@goaa.org](mailto:goaa-ap@goaa.org).

### **3.2 Performance**

- a. The Aviation Authority shall, at regular intervals, monitor the performance of Contractor to determine whether the work to be performed under the Contract has in fact been accomplished to Aviation Authority's satisfaction and/or completed in a timely manner.
- b. The Aviation Authority shall notify the Contractor of any specific services that are unsatisfactory to the Aviation Authority, and if the Contractor has not addressed such item or items set forth in the notice to the Aviation Authority's satisfaction within the time frame set forth in the Aviation Authority's notice, the Aviation Authority in addition to all other rights provided under this Contract or by law or equity, may either remedy such unsatisfactory services itself or through a third party and the cost of providing the remedial services shall be deducted from the Contractor's invoice.
- c. Contractor shall be financially responsible for all Federal civil penalties assessed against Aviation Authority for security/safety violations as a result of negligent acts or omissions by employees of the Contractor or sub-consultants and/or subcontractors.

### **3.3 Management Fee**

Contractor shall invoice the Aviation Authority for the Management Fee as set forth in the **Schedule of Fees**. The Management Fee shall include the following:

- a. All payroll and associated costs for:
  - 1) Manager.
  - 2) Assistant Managers,
  - 3) Administrative Staff.
  - 4) Any other positions deemed necessary by the Contractor and not listed in the Reimbursable Payroll and Operating Expenses in Sections 3.4 and 3.5 below.

- b. The Management Fee shall also include all other expenses not listed in the Reimbursable Payroll and Operating Expenses in **Section 3.4 and 3.5 below**, including but not limited to:
- 1) Contractor overhead and profit
  - 2) Sub-Contractors Management Fee
  - 3) All required Insurance as outlined in Section 3.5 of the Special Conditions
  - 4) Workers compensation for all employees including management fee and reimbursable positions
  - 5) All Bond expenses (Performance Bond, Customs Bond, etc.)
  - 6) Recruiting expenses
  - 7) Badges and keys
  - 8) Payroll processing expenses
  - 9) Office equipment and Operating Supplies
  - 10) Contractor's Office Cleaning
  - 11) All costs for Vehicles and all other motorized equipment, including fuel, upkeep, insurance, and maintenance.
  - 12) Staff Engagement Program
  - 13) Record Retention Obligation (5 Years Post-Contract)
  - 14) Radios, batteries, accessories, and chargers purchase, maintenance and replacements.
  - 15) Cost for internet services and associated connectivity costs for Contractor provided computers and devices.
  - 16) Costs associated with all pre-approved training (i.e. trainer, training materials). The Aviation Authority will only reimburse for the hours to attend the training for the reimbursable positions.
  - 17) Costs for contractors cell phones and data.
  - 18) Cost of benefits for all management and all reimbursable positions, including but not limited to, retirement contributions, life insurance, and

any other Contractor provided benefits not covered under Reimbursable Payroll and Operation Expenses in Section 3.4 and 3.5

- 19) Health insurance premiums for the positions in the Management Fee
  - 20) Health Insurance premiums **in excess** of Five Hundred Twenty-Five Dollars (\$525) per month for contract year 1; Five Hundred Fifty Dollars (\$550) per month for Year 2; Five Hundred Seventy-Five Dollars (\$575) per month for Year 3; Six Hundred Dollars (\$600) per month for year 4; Six Hundred Twenty-Five Dollars (\$625) per month for year 5; per position for the reimbursable positions participating in the Contractor provided Health Care Plan.
  - 21) Non-resident legal, administrative, bookkeeping, executive personnel expenses and off-site general office expenses.
  - 22) **All other costs associated with the performance of this Contract not listed in the Reimbursable Payroll and Operating Expenses in Sections 3.4 and 3.5.**
- c. The Management fee will not change even if the contract scope adjusts up or down. As asset numbers are adjusted up or down the Contractor shall manage the staff necessary to perform required maintenance functions.
  - d. In the event the performance of the Contract requires a permanent increase or decrease in the staffing of the reimbursable positions of twenty percent (20%) or more, Aviation Authority and Contractor may re-adjust the Management Fee.

### **3.4 Reimbursable Payroll Expenses**

Contractor shall invoice the Aviation Authority for the actual Reimbursable Payroll Expenses paid by the tenth (10<sup>th</sup>) day of each month for the services performed by the Contractor during the prior month. Approval of the Staffing Schedules shall not be construed as, and is not, authorization to exceed the annual Reimbursable Payroll Expenses Budget.

The Reimbursable Payroll Expenses **shall be limited** to the following:

- a. Actual hourly rates paid the employee for the following positions:
  - 1) Supervisor positions
  - 2) Lead positions
  - 3) Ambassador positions
- b. Associated payroll taxes: Social Security, Medicare, Federal & State Unemployment.

- c. Overtime hours as approved in advance by the AAR.
- d. Actual paid time-off taken (vacation, sick, bereavement, jury duty) and holiday pay as approved by the AAR. Contractor shall provide detailed leave and holiday plan for the AAR approval. The Aviation Authority will not reimburse Contractor for any accrued vacation or sick leave hours at the time of Contract expiration, at the end of any Contract Year, or upon employee termination for any reason. Contractor shall provide its policy on paid time-off and holidays prior to contract execution.
- e. Reimbursement for Health Insurance premiums for up to Five Hundred Twenty Five Dollars (\$525) per month for contract year 1; Five Hundred Fifty Dollars (\$550) per month for Year 2; Five Hundred Seventy Five Dollars (\$575) per month for Year 3; Six Hundred Dollars (\$600) per month for year 4; Six Hundred Twenty Five Dollars (\$625) per month for year 5; per position for the reimbursable positions participating in the Contractor provided Health Care Plan.
- f. Staffing and wage plan shall be submitted for approval no more than 10 days after receipt of the Notice of Intent.

### **3.5 Reimbursable Operating Expenses**

Contractor shall invoice the Aviation Authority for the actual Reimbursable Operating Expenses incurred and paid for by the Contractor during the prior month.

- a. The Reimbursable Operating Expenses **shall be limited** to the following:
  - 1) **Uniforms for the reimbursable positions.** Uniform program shall be approved by the AAR as described in Section 2.7, Contractors' Personnel.
  - 2) **Third Party Work:** The Aviation Authority will reimburse the Contractor for actual third-party subcontractor work for AAR requested and approved projects. Subcontracted work includes, but not limited to, third party training and language assessment. Invoices for all subcontracted work shall be provided and shall clearly indicate a description of the work and the total cost. The Contractor shall include a copy of the actual invoice received from its subcontractor along with its invoice to the Aviation Authority for "Subcontracted Work", and only those charges supported by the documentation shall be payable. There shall be no mark-up associated with the subcontracted work.

The term "subcontractor" here does not refer to or include the Contractor's permanent scope provided by the MWBE subcontractor(s).

- b. The Contractors aggregate annual invoices for Reimbursable Payroll and Operating Expenses shall not exceed the total Reimbursable Payroll and Operating Expenses Budget for the applicable year unless prior authorization had been obtained from the Aviation Authority. If not specifically set forth in Section 3.1, any other expenses incurred by Contractor shall not be reimbursed and shall be included in the management fee.
- c. Only the Reimbursable Payroll and Operating Expenses set forth in Sections 3.4 and Section 3.5 shall be reimbursable by the Aviation Authority. If not specifically set forth in Sections 3.4 and Section 3.5, any other expenses incurred by Contractor shall not be reimbursed by the Aviation Authority and shall be included in the Management fee.
- d. Reimbursement of approved expenses shall be made by the Aviation Authority in approximately thirty (30) days from the receipt of the invoice and all documentation from Contractor of monthly itemized statements submitted provided that (i) the statements are in the format required by the Aviation Authority, (ii) all appropriate supporting documents, including payroll records, are attached to each statement, (iii) the statement contains an acknowledgement that the Aviation Authority has not previously reimbursed the Contractor for any of the itemized expenses, and (iv) the statement is complete and accurately reflects the actual costs incurred.
- e. Once a complete and accurate invoice, with all supporting documents, is received and provided no items are in dispute, the Aviation Authority shall review and pay such invoice in full in approximately thirty (30) days. Within said thirty (30) day period, the Aviation Authority shall notify the Contractor of its objection to any item or items of expense which it deems to be non-reimbursable. Any such notice shall set forth the nature of the Aviation Authority's objection and shall be accompanied by the Aviation Authority's payment of the undisputed portion of such statement.

### **3.6 Non-Reimbursable Expenses**

- a. The following expenses shall not be reimbursed by the Aviation Authority:
  - 1) Any accrued leave hours at the time of Contract expiration, at the end of any Contract year, or upon employee termination for any reason.
  - 2) Monthly health insurance premiums in excess of the amount described in Reimbursable Positions Section 3.4.
  - 3) Health care premiums for the positions included in the management fee.
  - 4) Costs or expenses of legal representation, or of union negotiations and administration.



- 5) Costs of any interstate/intrastate local flat rate telephone calls, extended calling services, long distance, or directory assistance toll telephone service.
  - 6) Costs of any and all interest, late charges, penalties, and fines paid by the Contractor and/or its employees.
  - 7) Taxes accrued above Federal or State wage limitation will not be reimbursed. Only Federal and State Unemployment taxes actually paid will be reimbursed.
  - 8) Any other costs or expenses not specified under Sub-Sections 3.4 and 3.5 Reimbursable Payroll and Operating Expenses.
- b. Contractor shall pay all costs and expenses connected with its operations when due and submit to the Aviation Authority, on or before the tenth (10<sup>th</sup>) day of each month, itemized statements of all approved Reimbursable Payroll and Operating Expenses incurred and paid for during the previous calendar month.
  - c. Each such statement shall be accompanied by such proof of charges and disbursements and other supporting documents as the Aviation Authority requests, shall include, but not limited to, electronic attendance records, payroll registers, healthcare employee participation records and any other payroll records; paid invoices for the reimbursable operating expenses and any other supporting documents as requested by Aviation Authority.
  - d. Reimbursement of reasonable, allowable expenses shall be made by the Aviation Authority within approximately thirty (30) days of its receipt from Contractor of monthly itemized statements submitted provided that (i) the statements are in the format required by the Aviation Authority, (ii) all appropriate supporting documents are attached to each statement, (iii) the statement contains an acknowledgement that the Aviation Authority has not previously reimbursed the Contractor for any of the itemized expenses, and (iv) the statement is complete and accurately reflects the actual costs incurred.
  - e. Once a complete and accurate invoice is received, and provided no items are in dispute, the Aviation Authority shall review and pay such invoice in full within thirty (30) days. Within said thirty (30) day period, the Aviation Authority shall notify the Contractor of its objection to any item or items of expense which it deems to be non-reimbursable. Any such notice shall set forth the nature of the Aviation Authority's objection and shall be accompanied by the Aviation Authority's payment of the undisputed portion of such statement.

### **3.7 Labor Compensation**

The Contractor's labor compensation for the reimbursable positions shall be fixed at the hourly labor rates as agreed upon with the Aviation Authority and shall not be subject to markups. Employees are required to utilize an automated time and attendance system. Employee's timesheets, printed records shall be included with

the invoice and only actual hours worked and accounted for shall be billed.

**3.8 Health Insurance**

- a. Contractor shall provide health benefits in accordance with applicable Federal Laws (including Federal Affordable Care Act) to its employees working at the Airport, effective not more than ninety (90) days after the date of hire of each employee.
- b. The Aviation Authority is only obligated to reimburse for Health Insurance premiums for up to Five Hundred Twenty Five Dollars (\$525) per month for contract year 1; Five Hundred Fifty Dollars (\$550) per month for Year 2; Five Hundred Seventy Five Dollars (\$575) per month for Year 3; Six Hundred Dollars (\$600) per month for year 4; Six Hundred Twenty Five Dollars (\$625) per month for year 5; per position for the reimbursable positions participating in the Contractor provided Health Care Plan. All other Health benefits costs shall be included in the Management Fee. Nothing hereunder is intended to reduce or limit any obligation Contractor has to provide employee health insurance coverage under any union contract or applicable law.
- c. The Contractor shall, at any time the Aviation Authority so requests, certify to the Aviation Authority that Contractor is in compliance with this Section. The Contractor's obligation to maintain records, and the Aviation Authority's right to examine such records, shall include records relating to the employee health insurance required to be provided pursuant to this Section.

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## **4.0 SCOPE OF WORK/SPECIFICATIONS**

### **4.1 Overview**

a. This contract is for two distinct areas (Locations) within the Orlando International Airport:

- 1) Location 1 -Terminals A & B
- 2) Location 2 - Terminal C & Train Station

Respondents may bid on one or both of the distinct areas (Location) of this contract.

b. The Contractor must be able to demonstrate a strategy and a culture of doing business that thrives on creating the best experience for the customer and is aligned with the values, mission and vision of the Orlando Aviation Authority. Contractor must be a customer-centric organization that puts the customer at the center of its philosophy, operations, and ideas. Contractor must be a brand ambassador and embody the corporate identity in appearance, demeanor, values and ethics.

c. The Contractor shall provide all labor, supervision, management, administrative oversight, general supplies for the performance of duties and cleaning of work area, and all other items necessary for, or incidental to, providing Customer Service Ambassadors at the Orlando International Airport in accordance with this Specification. The AAR will provide direction on what general supplies are the responsibility of the Contractor and what type of cleaning products are approved.

d. Contractor shall provide high-energy, enthusiastic, and engaged staff to perform premium-level customer service functions to everyone traveling through the Orlando International Airport and other Aviation Authority operated facilities, to promote company offerings for a seamless customer journey, loyalty, and positive word-of-mouth.

e. Contractor's staff shall provide accurate information and proactive assistance to airport guests, airport employees, the general public, and any other related customer service functions within airport information booths, mobile functions with electronic handheld devices, and as further directed by the AAR.

f. Contractor's staff shall participate in and support the implementation of new innovation and customer experience initiatives by promoting, disseminating information and providing awareness to airport guests, airport employees, and the general public.

g. Contractor's staff shall interact positively with and engage airport guests, airport employees, and the general public to obtain feedback about airport services, amenities, and overall satisfaction.

- h. Contractor's staff shall positively interact with all airlines, concessions, Federal Agencies, airport employees, and the general public, creating a lasting positive impression of the Orlando International Airport.
- i. Contractor's staff shall work varying shifts, holidays, and weekends, as needed for the successful operation of the Orlando International Airport and as directed by the AAR.
- j. Contractor staff shall work with airport stakeholders to coordinate customer movement at the security checkpoints. Responsible for guiding our guests through the line and communicating directions in a clear and friendly manner.

#### **4.2 Aviation Authority's Responsibilities**

- a. The Aviation Authority will provide employee parking at the designated Employee Parking Lot at no cost to the Contractor or its employees while performing the work specified herein.
- b. The Aviation Authority will provide the Contractor, at the Aviation Authority's sole cost, office and support space as it determines to be reasonably necessary for the Contractor's operations conducted in direct support of this Contract. The Aviation Authority reserves the right to relocate the office and support space at its sole discretion.
- c. The Contractor will be required to sign a Space Use Agreement Form.
- d. The Aviation Authority will provide the Contractor, at the Aviation Authority's sole cost, with utility service where presently available and required by the Contractor to perform its obligations and functions under this Contract.

#### **4.3 Contractor's Responsibilities**

- a. The Contractor shall attend a contract coordination meeting and all meetings after the commencement of the Contract as requested by the AAR.
- b. At the end of the term of the Contract, the Contractor shall attend meetings before and after the expiration of the Contract if, upon expiration, another Contractor has been selected to provide Customer Service Ambassadors.
- c. Contractor assumes all liability with respect to the Ambassadors and Supervisors assigned to this Contract if they are injured on the Aviation Authority property.
- d. All work performed under this contract shall be carried out under the direction of the AAR. The Contractor in the course of the work under this contract is responsible for continuous communications and coordination with the AAR.

- e. The Contractor shall provide trained personnel for all phases of this contract as specified in the Scope of Services.
- f. Contractor Supervisors are required to carry a working cell phone at all times while on duty to communicate with the AAR. The cost of the cell phones shall be included in the Management Fee. While on duty the Supervisors are required to be available by phone when contracted by the AAR and on-duty Contractor personnel in order to respond to issues. Should they not be able to be reached immediately, they shall return any missed calls within 10 minutes.
- g. The Contractor shall report to the AAR any critical issues discovered during the shifts immediately. The AAR will coordinate with the Contractor on the reporting and tracking process.

#### **4.4 Hours to Perform Services:**

- a. The Contractor shall perform work during normal operating hours, based upon the areas specified below:
  - 1) Terminals A and B: Between 4:00 a.m. and 1:00 a.m., seven (7) days per week, three hundred sixty-five (365) days per year. Normal operating hours may change to support the operation as needed. Terminals A and B Security Checkpoints: Between 4:00 a.m. and 9:00 p.m., seven (7) days per week, three hundred sixty-five (365) days per year. Normal operating hours may change to support the operation as needed.
  - 2) Terminal C and Train Station: between 4:00 a.m. and 1:00 a.m., seven (7) days per week, three hundred sixty-five (365) days per year. Normal operating hours may change to support the operation as needed. Terminal C Security Checkpoint: Between 4:00 a.m. and 9:00 p.m., seven (7) days per week, three hundred sixty-five (365) days per year. Normal operating hours may change to support the operation as needed.
- b. The Aviation Authority may require the Contractor to perform work outside of normal operating hours (due to late flight arrivals, etc.). Scheduled hours for Contractor's staff shall be approved in advance by the AAR.
- c. In the event an emergency condition and/or major anomaly is declared by the Aviation Authority's Chief Executive Officer, Chief Operating Officer, Chief Creative Officer, Vice President of Customer Experience or their respective designees, the Contractor will perform work during such hours as specified by the Aviation Authority.

#### **4.5 Staffing**

- a. The Contractor shall provide staffing per the following requirements for each key position. The Aviation Authority shall have the right, in its sole discretion, to approve or reject Contractor's staffing if the Aviation Authority advises in

writing that such staff is objectionable to the Aviation Authority. Additionally, during the term of the Contract, the Aviation Authority may require that the Contractor promptly transfer from the Airport and replace the On-Site Manager, and/or Assistant Managers, if the Aviation Authority advises in writing that such manager is objectionable to the Aviation Authority. The Contractor shall employ all persons necessary to provide Customer Service Ambassadors functions in accordance with the approved Staffing Schedule provided to the AAR.

- b. The Contractor shall not deviate from the Staffing Schedule unless written approval has been previously granted by the AAR. The contractor shall increase or decrease its staffing at such times, in such amounts and manner, and for such durations as directed by the AAR.
- c. The Contractor's employees engaged to perform work under this Contract should be regular, full-time and/or part-time personnel. The use of "short term temporary" or casual "day labor" personnel to perform the work will not be permitted, except as authorized by the Aviation Authority on a case-by-case basis in situations such as employee illness or disability, or unusually high traffic flow. This prohibition shall extend to the use of any temporary help or placement agencies.
- d. The Contractor shall cooperate fully and to provide assistance to the Aviation Authority in the investigation and resolution of any complaints, claims, actions, or proceedings that may be brought by or that may involve Ambassadors, or operations management. Any complaints or inquiries shall have a written response to the complainant, no later than ten (10) days from written notification of an issue, and a copy provided to the AAR.

#### **4.6 On-Site Manager**

- a. The Contractor shall provide an On-Site Manager who shall carry out the day-to-day obligations of the Contractor under this Contract. The Aviation Authority requires the On-Site Manager shall be full-time, locally based and dedicated solely to the Aviation Authority's Customer Service Ambassadors Contract. The On-site Manager shall devote time exclusively to managing Customer Service Ambassadors Contract operation at the Airport and have overall responsibility for the work to be performed by the Contractor under this Contract.
- b. On-Site Manager shall provide services five (5) days per week, eight (8) hours per day. The On-Site Manager shall be able to respond on-site at the Airport within sixty (60) minutes of a request from the Aviation Authority. The person designated by the Contractor as the On-Site Manager, and any replacement, shall be subject to the Aviation Authority's prior written approval.
- c. The Aviation Authority should be given a minimum of five (5) business days to review the applicants' and grant approval. The On-Site Manager shall be responsible for assuring the Aviation Authority that the work being performed by the Contractor is in accordance with this Contract.

- d. The On-Site Manager shall have a minimum of five (5) years management experience, preferably in travel and/or hospitality industries which demonstrates the experience and skills necessary to manage the work to be performed under this Contract.
- e. The Contractor agrees that the Site Manager shall represent the Contractor in the performance of the Contractor's obligations under this Contract. All instructions and notices given by the Aviation Authority to the On-Site Manager shall be as binding as if given to the Contractor, and all statements made by such On-Site Manager shall be as binding as if made by the Contractor. The On-Site Manager and/or designee shall be available to the Aviation Authority at any time in the event an emergency condition is declared by the Aviation Authority's Chief Executive Officer or his designee. On-Site Manager shall be required to attend all meeting(s) as requested by the AAR, including but not limited to, a monthly Customer Service meeting with the AAR.
- f. Due to the importance of the role of the on-site management in the performance by the Contractor hereunder, the Contractor shall advise the Aviation Authority in writing of the name(s) and qualifications of any On-Site Manager five (5) days before bringing a substitute or replacement to the existing On-Site Manager. The Aviation Authority shall have the right, in its sole discretion, to approve or reject any new On-Site Manager selected by the Contractor. During the term of the Contract, Contractor shall promptly transfer from the Airport any On-Site Manager if the Aviation Authority advises in writing that such manager is not acceptable to the Aviation Authority.
- g. The On-site Manager shall be able to perform the duties of the Assistant Managers, Supervisor and Administrative Staff.
- h. If the Contractor fails to provide a permanent On-site Manager for a period exceeding twenty-one (21) calendar days, the Aviation Authority reserves the right to deduct \$325.00 per day from the Management Fee. The deductions should start on the twenty-second (22nd) day at the discretion of the Aviation Authority.

#### **4.7 Assistant Managers**

- a. The Contractor shall provide a minimum of two (2) Assistant Managers who shall assist the On-Site Manager in the Contractor's operations at the Airport, under the direction of the On-Site Manager. The Aviation Authority requires the Assistant Managers be full-time, locally based, and dedicated solely to the Aviation Authority's Customer Service operation, devoting his/her time exclusively to assisting the On-Site Manager.
- b. The Assistant Managers shall work five (5) days per week, eight (8) hours per day. The Assistant Managers shall be able to respond on-site at the Airport within sixty (60) minutes of a request from the Aviation Authority.



- c. The Assistant Managers shall possess a minimum of three (3) years managing experience preferably in travel and/or hospitality industries which demonstrates the experience and skills necessary to manage the work to be performed under this Contract. The Assistant Managers, and any replacement, shall be subject to the Aviation Authority's prior written approval.
- d. The Assistant Managers shall be able to perform the duties of the On-Site Manager, Supervisors and Administrative Staff.
- e. If the Contractor fails to provide a minimum two (2) Assistant Managers for a period exceeding twenty one (21) calendar days, the Aviation Authority reserves the right to deduct \$250.00 per day per person from the Management Fee. The deductions should start on the twenty-second (22nd) day at the discretion of the Aviation Authority.

#### **4.8 Administrative Staff**

- a. The Contractor shall provide a minimum of one (1) Administrative Staff, who shall work five (5) days per week (Monday through Friday), eight (8) hours per day (8:00 a.m. to 5:00 p.m.) at the Airport to support the administrative requirements of the Contract, and devote his/her time exclusively to providing administrative support to the On-Site Manager and the Assistant Managers for the work performed for this Contract. Administrative Staff duties include, but not limited to, payroll, customer service, records management, invoices and any other administrative duties deemed necessary for the performance of this Contract.
- b. If the Contractor fails to provide a minimum one (1) Administrative Staff employee for a period exceeding twenty-one (21) calendar days, the Aviation Authority reserves the right to deduct \$200.00 per day per person from the Management Fee. The deductions should start on the twenty-second (22nd) day at the discretion of the Aviation Authority.

#### **4.9 Supervisors**

The Contractor shall provide on-site supervision of the Ambassadors. The Supervisors shall be able to perform the duties of the Ambassadors, and shall also exhibit the following experience requirements:

- a. A minimum of one (1) year of experience in a supervisory capacity involving customer service work;
- b. Ability to provide passengers, visitors, and airport employees with vital information regarding incidents, airline delays, and emergencies;
- c. Problem-solving capabilities when situations arise that impact the airport, passengers, visitors, and other airport employees; and

- d. Strong written communication skills for daily record keeping of all inquiries and data requested.
- e. The Contractor agrees that the Supervisors shall represent the Contractor in the performance of the Contractor's obligations under this Contract. All instructions and notices given by the Aviation Authority to the Supervisors shall be as binding as if given to the Contractor.
- f. Supervisors shall be required to attend scheduled meetings when required by the AAR.
- g. Replacement of any Supervisors shall be subject to the Aviation Authority's prior written approval.

#### **4.10 Customer Service Leads**

The Contractor shall provide Customer Service Leads. The Customer Service Leads shall, at a minimum, exhibit the following capabilities:

- a. Must have strong customer service communication skills, including being fluent in English, with multi-language skills such as Spanish, Portuguese, French, German, Russian, Italian, Chinese, etc.;
- b. Must have a clear, speaking voice;
- c. Must have the ability to greet all passengers, visitors, and airport employees in a friendly and professional manner;
- d. Shall be able to perform the duties of the Ambassadors;
- e. A calm demeanor at all times, especially when faced with stressful situations;
- f. Must be able to stand and walk for extended periods of time;
- g. Must have, as a minimum education requirement, a high school diploma, or GED equivalency;
- h. Must be able to provide evidence of a minimum of two (2) years of experience in a customer service position, preferably in a medium-to-large airport or other travel hospitality or similar setting;
- i. Must have a familiarity with Orlando, the area attractions, and the surrounding areas; and
- j. Should have computer skills as required to perform the customer service functions.

#### **4.11 Customer Service Ambassadors**

The Contractor shall provide Customer Service Ambassadors that shall, at a minimum, exhibit the following capabilities:

- a. Must have strong customer service communication skills, including being fluent in English, with multi-language skills such as Spanish, Portuguese, French, German, Russian, Italian, Chinese, etc.;
- b. Contractor must ensure that all employees are fluent in English and at least seventy-five (75) percent of Customer Service Ambassadors are fluent with multi-language skills;
- c. Must have a clear, speaking voice;
- d. Must have the ability to greet all passengers, visitors, and airport employees in a friendly and professional manner;
- e. A calm demeanor at all times, especially when faced with stressful situations;
- f. Must be able to stand and walk for extended periods of time;
- g. Must have, as a minimum education requirement, a high school diploma, or GED equivalency;
- h. Must be able to provide evidence of a minimum of One (1) year of experience in a customer service position, in a medium-to-large airport or other transportation hub; or a minimum of Two (2) years of experience in a customer service position, other than a medium-to-large airport or other transportation hub;
- i. Must have a familiarity with Orlando, the area attractions, and the surrounding areas; and
- j. Should have computer skills as required to perform the customer service functions.
- k. The Aviation Authority shall have final approval of any personnel assigned by the Contractor for performance of this Contract and Language Assessment testing by the Contractor, and an Aviation Authority approved third party Contractor.
- l. Language Assessment criteria must be approved in advance by the Aviation Authority.
- m. The Contractor may be asked to provide staff to perform other Customer Service functions at other locations as requested by the AAR.

#### **4.12 Training**

- a. The Contractor shall provide complete customer service training to the staff assigned to Orlando International Airport. The Aviation Authority shall review and approve of the training curriculum prior to implementation. Staff shall also attend the Aviation Authority's provided training as required. Contractor must maintain reporting of all training completed.
- b. The Contractors management and supervisory staff shall be responsible for Safety, Employee Training and Quality Assurance Program which includes the following:
  - 1) Inspect, evaluate and monitor operations and processes in working areas to ensure compliance with safety regulations, Aviation Authority safety procedures and industry standards.
  - 2) Be responsible for ensuring all performed services meet the established standard of quality service and performance.
  - 3) Develop and administer all training. Identify training needs and organize training to meet quality standards.
  - 4) Develop and implement Quality Assurance and Quality Control Programs.

#### **4.13 Contractor Performance**

- a. Contractor shall perform all of its obligations and functions under the Contract in accordance with the Contract specifications and industry standards. The Contractor shall adjust and coordinate its activities to the needs and requirements of the Aviation Authority and perform its activities so as not to annoy, disturb, endanger, unreasonably interfere with or delay the operations or activities of the Aviation Authority.
- b. Contractor's personnel shall perform Work in a neat and professional manner, and in compliance with all Federal, State, and City of Orlando regulations and ANSI specs. OSHA rules and regulations shall be followed at all times.
- c. The provision of Customer Service Ambassador's personnel is to be coordinated with the AAR or designee.
- d. The Aviation Authority will assign the areas throughout the Airport campus where the Contractor's staff personnel will perform their responsibilities. Assigned locations could be in the interior or exterior of the Airport.
- e. Any work required beyond that which is specified herein shall be reported in advance to the AAR. At no time shall work beyond the scope be performed without prior written authorization from the AAR.

- f. The Aviation Authority will provide the instructions and information to the Ambassadors and Supervisors, relative to the work described herein. The Contractor is responsible to ensure that the Ambassadors and Supervisors follow the Aviation Authority's direction and/or instruction and perform in accordance with these Specifications.
- g. The Ambassadors and Supervisors shall direct, guide and assist passengers, visitors, and all airport employees by providing customer service related functions, and accurate information to any inquiries, as directed by the AAR in accordance with this Specification.
- h. The Contractor shall advise the AAR, as soon as is practical, of any condition, which may adversely affect the Contractor's ability to provide Customer Service Ambassadors.
- i. The Contractor shall ensure that the Ambassadors and Supervisors report, ready to work, at the time and place specified by the AAR, with the Aviation Authority reserving the right to reject or request removal and replacement of any employee who fails to:
  - 1) Perform assigned duties satisfactorily;
  - 2) Dress appropriately for an assignment;
  - 3) Comply with any and all federal, state, or local regulations;
  - 4) Perform without disrupting the activities of the Aviation Authority and to which the Ambassadors and Supervisors are assigned; and
  - 5) Perform in an acceptable manner in the judgment of the AAR.

#### **4.14 Performance Standards/Deductions**

- a. Contractor shall be required to meet or exceed certain performance standards in its management of this Contract at the Orlando International Airport. To ensure that performance standards are met, the Aviation Authority may assess deductions to the monthly Management Fee, at the discretion of the AAR, if such performance is not met. The determination as to whether performance has been adequately met shall be at the reasonable discretion of the AAR. The AAR shall issue a written notice to the Contractor when any of the performance standards are not met.
- b. The Aviation Authority will provide the Contractor a monthly report that lists any Performance Deduction(s). The performance areas for which a deduction in the monthly payment may result, the standards for such performance areas, and the amounts of any monthly decrease in payment are as follows:

- 1) Unstaffed Assigned positions: For any assigned position found to be unstaffed, the AAR may, in its sole discretion, apply the following deduction(s):
  - a) **More than three (>3) per month = A \$250 deduction for the fourth (4<sup>th</sup>) incident and a \$250 deduction for each additional incident.**
- 2) Customer Complaint: For any valid written or verbal complaint received by the Aviation Authority for a situation that, in the sole discretion of the AAR, is directly caused by Contractor or its staff, the AAR may, in its sole discretion, apply the following deduction(s):
  - a) **More than Five (>5) per month = A \$250 deduction for the sixth (6<sup>th</sup>) Customer Complaint and a \$250 deduction for each additional Customer Complaint.**
- 3) Unclean Condition: For any unclean condition of booth/office/area assigned, or shared space assigned to the Contractor, for which the Contractor is responsible for maintaining in a clean, neat, and presentable manner (as defined in Specification 5.2), the AAR may, in its sole discretion, apply the following deduction(s):
  - a) **More than two (>2) per month per location/incident for Contractor's assigned space = A \$250 deduction for the third (3<sup>rd</sup>) Unclean Condition and a \$250 deduction for each additional Unclean Condition.**
- 4) Approved Attire: For any contractor staff found not to be adhering to the approved attire, the AAR may, in its sole discretion, apply the following deduction(s):
  - a) **More than three (>3) per month = A \$250 deduction for the fourth (4<sup>th</sup>) incident and a \$250 deduction for each additional incident**

#### 4.15 Reports

- a. The Contractor shall provide reports on a daily, weekly, or monthly basis, as requested by the AAR. The reports shall include, but not be limited to, the scheduled hours and actual hours worked, the quality of performance, and the services provided by the Ambassadors and Supervisors.
- b. Contractor is required to have electronic attendance and electronic scheduling systems for all the reimbursable positions under this Contract.

#### **4.16 On-Site Communications:**

- a. The Contractor shall provide, at its sole cost, all communications equipment necessary to properly and efficiently perform its obligations under this Contract to include sufficient radios (programmable to interface with GOAA radio frequency) smart/cell telephones, facsimile/copy machines, office computers, including all maintenance and repair services for its communications equipment, and all connectivity and retransmission requirements for same.
- b. The Contractor shall provide, at no cost to the Aviation Authority, company provided cell phones for the Staff use to assist in the performance of their duties.
- c. Contractor shall provide, at the Contractor's cost, portable radios, programmable to interface with GOAA frequency, chargers and batteries for each requires staffed position. The Contractor shall maintain the radios in good working condition. A minimum of Thirty (30) radios are required.
- d. The Contractor's employees and subcontractors shall abide by the Aviation Authority's established radio use procedures and etiquette requirements at all times. Radios provided and maintained by the Contractor must be suitable/programmable to the Aviation Authority's radio frequency.

#### **4.17 Additional Services**

- a. If the Aviation Authority requests the Contractor to provide services in addition to those specified above, the Contractor shall develop a work plan detailing the specific tasks to be completed and provide a detailed not-to-exceed budget for performing such Additional Services. The Contractor shall not perform any Additional Services until the Aviation Authority has issued a written notice-to-proceed with the execution of the work plan.

#### **4.18 Exhibits**

Exhibits are attached hereto and incorporated herewith.

- a. Exhibit 1 – Staffing Breakdown: Terminal A & B
- b. Exhibit 2 – Staffing Breakdown: Terminal C & Train Station

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**Exhibit 1 – Staffing Breakdown: Terminal A & B**

	Daily Hours	Weekly Hours	Annual Hours	FTE
Manager	8	40	2,080	1
Assistant Managers	8	80	4,160	2
Administrative Staff	8	40	2,080	1
				<b>4</b>
Supervisors	29	145	7,540	4
Leads	48	240	12,480	6
Ambassadors - Level 3	140	980	50,960	25
Ambassadors - Level 2	120	840	43,680	21
Ambassadors - Level 1	80	560	29,120	14
Ambassadors - Airsides	72	504	26,208	13
Ambassadors - Checkpoints	162	1,134	58,968	28
PTO Coverage				6
				<b>116</b>

**Exhibit 2 – Staffing Breakdown: Terminal C and Train Station**

	Daily Hours	Weekly Hours	Annual Hours	FTE
Manager	8	40	2,080	1
Assistant Manager	8	80	4,160	2
Admin	8	40	2,080	1
				<b>4</b>
Supervisor	29	145	7,540	4
Leads	48	240	12,480	6
Ambassadors - C Level 1	20	140	7280	4
Ambassadors - C Level 2	60	420	21840	11
Ambassadors - C Level 6	120	840	43680	21
Ambassadors - C Checkpoint	54	378	19656	9
Ambassadors - Airsides	80	560	29120	14
Ambassadors - Train Station	126	882	45,864	22
PTO Coverage				5
				<b>96</b>
			<b>Total FTE</b>	<b>100</b>

## **5.0 AVIATION AUTHORITY STANDARD TERMS AND CONDITIONS**

### **5.1 Intent to Award-Appeal**

Any Respondent who is adversely affected by a decision or intended decision concerning this competitive solicitation or contract award and who wants to appeal such specifications, decision, or intended decision shall file an appeal within five (5) business days and in compliance with the Aviation Authority's Policy 110.04, Appeal Process. Failure to file an appeal in accordance with the Aviation Authority's Policy 110.04, shall constitute a waiver of the appeal process.

The intent to award to a Respondent, if any, will be posted on the Aviation Authority's Website for review by interested parties, and will remain posted for a period of five (5) business days; excluding weekends, federal holidays, and Aviation Authority's holidays. Failure to file an appeal in accordance with the above stated policy shall constitute a waiver of the appeal process.

### **5.2 Responsible Vendor Determination**

Respondents are hereby notified that Section 287.05701, Florida Statutes, requires that the Aviation Authority may not request documentation of or consider a vendor's social, political, or ideological interests when determining if the vendor is a responsible vendor.

### **5.3 Additional Terms & Conditions**

The Aviation Authority reserves the right to reject Responses containing any additional terms or conditions not specifically requested in the original special conditions and/or the terms and conditions.

### **5.4 Purchasing Agreements with Other Governmental Entities**

Aviation Authority permits the awarded Contractor(s) to extend the pricing, terms and conditions of this Solicitation to other governmental entities at the Contractor's discretion. Each governmental entity that utilizes this solicitation or resulting Contract will be responsible for execution of its own requirements with the awarded Contractor (s).

### **5.5 Lobbying Statement**

All firms are hereby placed on notice the Aviation Authority Board and staff shall not be contacted about this Response. Firms and their agents are hereby placed on notice that they are not to contact members of the Aviation Authority staff and/or Committee/Board member (with the exception of designated Purchasing Liaison). Public meetings and public deliberations of the Selection Committee are the only acceptable forum for the discussion of merits of products/services requested by the Request for Response; and written correspondence concerning Responses may be submitted to the Procurement Department. An appropriate official or employee of the Aviation Authority may initiate communication with a Respondent in order to obtain

information or clarification needed to develop a proper and accurate evaluation of the Solicitation. Any official communication from a Respondent during the Response process should be submitted in writing to the Greater Orlando Aviation Authority, **GOAA Annex Building, Procurement Department, 5855 Cargo Road, Orlando, FL 32827- 4399** or via the e-Procurement Platform as directed during the Response process. A copy of the Administration Policies (Sections 180.01 and 180.03) are available upon request from the Chief Administrative Officer. Failure to adhere to these requirements could result in Board action to disqualify your firm from consideration of award.

Respondents to this Solicitation or persons acting on their behalf may not contact, between the release of the solicitation and the end of the 72-hour period following the agency posting the notice of intended award, excluding Saturdays, Sundays, and state holidays, ***any employee or officer of the executive or legislative branch concerning any aspect of this solicitation, except in writing to the procurement officer or as provided in the solicitation documents.*** Violation of this provision may be grounds for rejecting a response. (F.S. 287.057 (23))

#### **5.6 Whistle Blower Reporting Line**

The Aviation Authority is committed to the highest level of integrity in its operations and is fully committed to protecting the organization, its operations, and its assets against fraud, waste or abuse. The Aviation Authority has established a Whistle Blower Reporting Line with a third-party service provider as a means for employees, Contractors, vendors, tenants and the general public to report suspected fraud, waste or abuse in connection with Aviation Authority operations. Should Contractor suspect any fraud, waste or abuse in connection with any work under this Contract, including any work of its Subcontractors or laborers, it shall promptly report such activity at 877-370-6354, through email: [GOAA@integritycounts.ca](mailto:GOAA@integritycounts.ca), or through the online reporting form at <http://www.integritycounts.ca/org/GOAA>. The Contractor shall include this reporting requirement in all subcontracts and vendor agreements. The Contractor is further encouraged to report any suspected fraud, waste or abuse it suspects in connection with any other airport operation or project.

#### **5.7 EEO Statement**

Contractors must ensure that employees and applicants for employment are not discriminated against for reasons of race, color, age, religion, sex, national origin, or handicapped status. Minority and female-owned businesses are encouraged to participate. The Aviation Authority is an equal opportunity employer.

#### **5.8 Federal Fair Labor Standards Act**

All Contracts and subcontracts that result from this Contract incorporate by reference the provisions of 29 CFR part 201, the Federal Fair Labor Standards Act (FLSA), with the same force and effect as if given in full text. The FLSA sets minimum wage, overtime pay, recordkeeping, and child labor standards for full and part time workers. The Consultant has full responsibility to monitor compliance to the referenced statute

or regulation. The Consultant must address any claims or disputes that arise from this requirement directly with the U.S. Department of Labor – Wage and Hour Division.

#### **5.9 Occupational Safety And Health Act of 1970**

All Contracts and Sub-Contracts that result from this Contract incorporate by reference the requirements of 29 CFR Part 1910 with the same force and effect as if given in full text. Contractor (also known as Consultant) must provide a work environment that is free from recognized hazards that may cause death or serious physical harm to the employee. The Consultant retains full responsibility to monitor its compliance and their Subcontractor's compliance with the applicable requirements of the Occupational Safety and Health Act of 1970 (20 CFR Part 1910). Consultant must address any claims or disputes that pertain to a referenced requirement directly with the U.S. Department of Labor – Occupational Safety and Health Administration.

#### **5.10 Discounts**

All discounts, EXCEPT THOSE FOR PROMPT PAYMENT, shall be considered in determining the lowest net cost for Response evaluation purposes.

#### **5.11 Pricing**

Firm prices shall be proposed and include FOB DESTINATION, for all packing, handling, shipping charges, fuel surcharges and delivery, unless otherwise indicated, to any point within the Aviation Authority to a secure area or inside delivery. All prices, costs, and conditions shall remain firm and valid for 90 days from the date of opening. The obligations of Aviation Authority under this award are subject to the availability of funds lawfully appropriated for its purpose by the State of Florida and/or the Aviation Authority Board.

#### **5.12 Incurred Cost**

The Aviation Authority is not liable for any cost incurred by any Contractor prior to an award. Costs for developing a response to this request for Response are entirely the obligation of the Contractor and shall not be chargeable in any manner to the Aviation Authority.

#### **5.13 Errors**

In the event of extension error(s), the unit price will prevail. In the event of addition error(s), the extended totals will prevail. In either case, the Contractor's total offer will be adjusted accordingly.

#### **5.14 Taxes**

The Aviation Authority is exempt from Federal excise taxes and all sales taxes.

### **5.15 Silence of Specifications**

The apparent silence of the specifications and any supplemental specifications as to any details or the omission from same of any detailed description concerning any point, shall be regarded as meaning that only the best commercial practices are to prevail and only materials of first quality be provided.

### **5.16 Assignment**

Neither this Contract nor any of the Contractor's rights or obligations hereunder may be assigned by the Contractor without the Aviation Authority's prior written consent, which consent may be granted or withheld in the Aviation Authority's sole discretion. Any transfer of this Contract by merger, consolidation or liquidation, change in federal identification number or, any change in ownership of or power to vote a majority of the outstanding voting stock or ownership interests of the Contractor shall constitute an assignment of this Contract for purposes of this Section. In the event the Contractor assigns or subcontracts or attempts to assign or subcontract any right or obligation arising under this Contract without the Aviation Authority's prior written consent, the Aviation Authority shall be entitled to terminate this Contract. Assignments require at least 60 days prior notice.

### **5.17 Indemnification**

The successful Contractor shall indemnify, defend and hold completely harmless the Aviation Authority and the City of Orlando, Florida ("City"), and the members (including, without limitation, members of the Aviation Authority's Board and the City's Council, and members of the citizens' advisory committees of each), officers, employees and agents of each, from and against any and all liabilities (including statutory liability and liability under Workers' Compensation Laws), losses, suits, claims, demands, judgments, fines, damages, costs and expenses (including all costs for investigation and defense thereof, including, but not limited to, court costs, paralegal and expert fees and reasonable attorneys' fees) which may be incurred by, charged to or recovered from any of the foregoing: (a) by reason or on account of damage to or destruction or loss of any property of Aviation Authority or the City, or any property of, injury to or death of any person resulting from or arising out of or in connection with the performance of this Contract, or the acts or omissions of Contractor's directors, officers, agents, employees, Subcontractors, licensees or invitees, regardless of where the damage, destruction, injury or death occurred, unless such liability, loss, suit, claim, demand, judgment, fine, damage, cost or expense was proximately caused solely by Aviation Authority's negligence or by the joint negligence of Aviation Authority and any person other than Contractor or Contractor's directors, officers, agents, employees, Subcontractors, licensees, or invitees, or (b) arising out of or in connection with the failure of Contractor to keep, observe or perform any of the covenants or agreements in this Contract which are required to be kept, observed or performed by Contractor, or (c) arising out of or in connection with any claim, suit, assessment or judgment prohibited by this condition or in favor of any person described in below, or (d) arising out of or in connection with any action by Contractor or its directors, officers, agents, employees, Subcontractors, licensees or invitees. Aviation Authority agrees to give Contractor reasonable notice of any suit or claim for

which indemnification will be sought hereunder, to allow Contractor or its insurer to compromise and defend the same to the extent of its interests, and to reasonably cooperate with the defense of any such suit or claim. In carrying out its obligations under this section, Contractor shall engage counsel reasonably acceptable to Aviation Authority. In any suit, action, proceeding, claim or demand brought in respect of which the Aviation Authority may pursue indemnity, the Aviation Authority shall have the right to retain its own counsel. The fees and expenses of such counsel shall be at the expense of the Aviation Authority unless the Contractor and the Aviation Authority shall have mutually agreed to another arrangement. In the event Contractor fails, within a reasonable time to retain counsel satisfactory to the Aviation Authority, the Aviation Authority may retain counsel and Contractor shall be responsible for such legal fees, costs and expenses. In the event, the Aviation Authority and the Contractor are both named parties in any such proceeding and, in the sole judgment of the Aviation Authority, representation of both the Aviation Authority and the Contractor by the same counsel would be inappropriate due to actual or potential differing interests between them then Aviation Authority shall obtain its own counsel and Contractor shall be responsible for such legal fees, costs and expenses. The indemnification provisions of this Section 5 shall survive the expiration or earlier termination of this Contract with respect to any acts or omissions occurring during the term of the Contract. No recourse under or upon any obligation, covenant or agreement contained in this Contract, or any other agreement or document pertaining to the work or services of the Contractor hereunder, as such may from time to time be altered or amended in accordance with the provisions hereof, or any judgment obtained against Aviation Authority, or the City, or by the enforcement of any assessment or by any legal or equitable proceeding by virtue of any statute or otherwise, under or independent of this Contract, shall be had against any member (including, without limitation, members of the Aviation Authority's Board or the City's Council, or members of the citizens advisory committees of each), any officer, employee or agent, as such, past, present, or future of Aviation Authority or City, either directly or through the Aviation Authority or the City or otherwise for any claim arising out of or in connection with this Contract or the work or services conducted pursuant to it, or for any sum that may be due and unpaid by Aviation Authority. Any and all personal liability of every nature, whether at common law or in equity, or by statute or by constitution or otherwise, of any such member, officer, employee, or agent, as such, to respond by reason of any act or omission on his or her part or otherwise for any claim arising out of or in connection with this Contract or the work or services conducted pursuant to it, or for the payment for or to Aviation Authority, or any receiver therefore or otherwise, of any sum that may remain due and unpaid by the Aviation Authority, is expressly waived and released as a condition of and in consideration of the execution of this Contract and the, promises made to Contractor pursuant to this Contract. In any and all claims against the Aviation Authority or the City, or any of their officers, members, agents, servants or employees, by any employee of the Contractor, any Subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation of Contractor under this Section shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefit payable by or for the Contractor or any Subcontractor under Workers' Compensation Acts, disability benefit acts or other employee benefit acts. No provisions of this condition shall be construed to negate, abridge, or otherwise reduce any other right of



indemnity that Aviation Authority may have as to any party or person described therein.

#### **5.18 Patents and Royalties**

The Contractor, without exception shall indemnify and save harmless the Aviation Authority and its employees from liability of any nature of kind including cost and expenses for or on account of any copyrighted, patented, or unpatented invention, process, or article manufactured or used in the performance of the Contract, including its use by the Aviation Authority. If the Contractor uses any design, device, or materials covered by letters, patent or copyright, it is mutually agreed and understood without exception that the Response prices shall include all royalties or cost arising from the use of such design, device, or materials in any involved in the work.

#### **5.19 Software License to Contractor**

If this purchase is for the license of software products and/or services, and unless otherwise agreed, Contractor hereby grants to the Aviation Authority , a perpetual, irrevocable, nonexclusive, nontransferable, royalty free license to use the software. This software is "proprietary" to Contractor, and is licensed and provided to the Aviation Authority for its sole use for purposes under this Agreement and any attached work orders or invoices. The Aviation Authority may not use or share this software without permission of the Contractor; however the Aviation Authority may make copies of the software expressly for backup purposes.

#### **5.20 Warranty Against Infringement of Intellectual Property**

Contractor warrants that the goods or services do not infringe upon or violate any United States patent, copyright, or trade secret. Contractor will defend at its expense any action against the Aviation Authority or the Aviation Authority as licensee to the extent that it is based on a claim that goods used or services provided used within the scope of the license hereunder infringe upon a United States patent, copyright or trade secret, and Contractor will pay any and all costs and damages finally awarded against the Aviation Authority or the Aviation Authority as licensee in such actions which is attributable to such claim. Should the products or services become, or in Contractor's opinion be likely to become, the subject of any claim of infringement, Contractor shall either: (a) procure for the Aviation Authority the right to continue to use the goods or services; or (b) modify the goods or services to make them non-infringing, provided that such modification does not materially adversely affect the Aviation Authority's authorized use; or (c) replace the goods or services with equally suitable, compatible, and functionally equivalent non-infringing goods or services at no additional cost to the Aviation Authority; or (d) if none of the foregoing alternatives is reasonably available to Contractor, terminate this agreement and refund to the Aviation Authority the payments actually made to Contractor under this agreement.

#### **5.21 Optional Ownership of Work Product**

Contractor agrees that any and all analyses, evaluations, reports, memoranda, letters, ideas, processes, methods, programs, and manuals that were developed,



prepared, conceived, made or suggested by the Contractor for the Aviation Authority pursuant to a Work Order, including all such developments as are originated or conceived during the term of the Contract and that are completed or reduced to writing thereafter (the "Work Product") and Contractor acknowledges that such Work Product may be considered "work(s) made for hire" and will be and remain the exclusive property of the Aviation Authority. To the extent that the Work Product, under applicable law, may not be considered work(s) made for hire, Contractor hereby agrees that this Agreement effectively transfers, grants, conveys, and assigns exclusively to the Aviation Authority, all rights, title and ownership interests, including copyright, which Contractor may have in any Work Product or any tangible media embodying such Work Product, without the necessity of any further consideration, and Aviation Authority shall be entitled to obtain and hold in its own name, all Intellectual Property rights in and to the Work Product. Contractor for itself and on behalf of its Contractors hereby waives any property interest in such Work Product.

**5.22 Personal Identifiable Information (PII), Personal Health Information (PHI), Sensitive Security Information (SSI), Payment Card Industry (PCI)**

In the course of performing the Agreement work, Contractor may gain access to Sensitive Data Types including but not limited to Personal Identifiable Information (PII), Personal Health Information (PHI), Sensitive Security Information (SSI), Payment Card Industry (PCI), Financial Information and/or other confidential information of the Aviation Authority. Contractor agrees to hold such information in confidence and to make such information known only to its employees, affiliates, agents, Subcontractors, and sub-consultants who have a legitimate need to know such information and who are under a similar obligation of confidentiality. The Contractor shall seek the Aviation Authority's prior written consent before releasing, disclosing, or otherwise making such confidential information available to any other person. This provision shall not apply to information required to be released by applicable law, legal subpoena, or other lawful process. The Contractor must notify the Aviation Authority as soon as practicable in the event Contractor is notified of or discovers any compromise and/or breach or suspected breach, such as unauthorized access to, theft of, misuse of and unintentional releases or of any security/sensitive data types, or confidential information of the Aviation Authority and/or Individuals ("Data Breach") involving Contractor controlled systems such as, but not necessarily limited to, web sites, transmission infrastructure, voice response unit, and retrieval and storage systems. This notification should include, to the extent known, the type of Data Breach, type of data compromised and/or breached, and results of any forensic investigation. To the extent Contractor is responsible for the Data Breach and upon mutual agreement of the parties, Contractor shall be responsible to implement, in coordination with the Aviation Authority, a commercially reasonable Remediation Plan to address and respond to a Data Breach. Such commercially reasonable "Remediation Plan" will include certain administrative requirements associated with addressing and responding to such Data Breach to the extent necessary under the circumstances, and may include but is not necessarily limited to: (i) preparation and mailing or other transmission of legally required notifications, (ii) preparation and mailing or other transmission or communication to impacted Individuals such as may be required by applicable law or regulation; (iii) offering potentially impacted Individuals the opportunity to enroll in a credit monitoring service offered by a vendor

of Contractor's choice for a two-year period, or other period as required by applicable law, at no charge to the impacted Individuals; and (iv) payment of applicable reasonable legal, audit, accounting and administrative expenses associated with the investigation, notifications and recovery arising from the Data Breach. The remedies provided for in the Remediation Plan shall be in addition to any other remedies available to the Aviation Authority under this Agreement. The provisions of this Section shall survive the expiration or earlier termination of the Agreement.

### **5.23 Training**

If specified, supplier(s) may be required at the convenience of the Aviation Authority, to provide employees training in the operation and maintenance of any items(s) purchased from this Solicitation.

### **5.24 Acceptance**

Items may be tested for compliance with the Specifications. Items delivered not conforming to specifications may be rejected and returned at Contractor's expense. Any increase in cost may be charged against the Contractor.

### **5.25 Safety Warranty**

The selling dealer, distributor, supplier, and manufacturer shall be responsible for having complied with all Federal, State and local standards, regulations, and laws concerning the equipment specified and the use thereof, applicable and effective on the date of manufacture including safety and environmental standards as apply to both private industry and governmental agencies.

### **5.26 Warranty**

The Contractor agrees that, unless otherwise specified, the supplies and/or services furnished under this Solicitation shall be covered by the most favorable commercial warranty the Contractor gives to any customer for comparable quantities of such supplies and/or services and that the rights and remedies provided herein are in addition to and do not limit any rights afforded to the Aviation Authority by any other provision of this Solicitation.

### **5.27 Conflict of Interest**

The award hereunder is subject to provisions of State of Florida Statutes. All Contractors must disclose with their bid the name of any officer, director, or agent who is also an employee of the Aviation Authority. Further, all Contractors must disclose the name of any Aviation Authority employee who owns, directly or indirectly, an interest of ten percent (10%) or more in the Contractor's firm or any of its branches.

### **5.28 Drug-Free Workplace**

Whenever two or more Responses, which are equal with respect to price, quality, and service, are received by the Aviation Authority for the procurement of commodities or

Contractual services, a Response received from a business that has implemented a drug-free workplace program per 287.087, Fla. Stat. shall be given preference in the award process.

### **5.29 Discriminatory Vendor List**

An entity or affiliate placed on the Discriminatory Vendor List shall not submit a Response for a Contract to provide goods or services to a public entity, shall not submit a Response on a Contract with a public entity for the construction or repair of a public building or perform any public work, shall not submit Responses for leases of real property to a public entity, shall not award or perform work as a Contractor, supplier, Subcontractor, or consultant under any Contract with any public entity, and shall not transact business with any public entity per 287.134(3)(d), Fla. Stat.

### **5.30 Public Entity Crimes**

All Contractor are hereby placed on notice that a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a Response on a Contract to provide any goods or services to a public entity, may not submit a Response on a Contract with a public entity for the construction repair of a public building or public work, may not submit Responses on leases of real property to a public entity, may not be awarded or perform work as a Contractor, supplier, Subcontractor, or consultant under a Contract with a public entity, and may not transact business with any public entity in excess of the threshold amount provided in 287.017 Fla. Stat. for CATEGORY TWO (currently \$35,000) for a period of thirty-six (36) months from the date of being placed on the convicted vendor list.

[Convicted Vendor List / Vendor Registration and Vendor Lists / State Agency Resources / State Purchasing / Business Operations / Florida Department of Management Services - DMS \(myflorida.com\)](#)

### **5.31 Scrutinized Companies**

Awarded Contractor shall certify that it and its Subcontractors are not on the Scrutinized Companies that Boycott Israel List. Pursuant to Section 287.135, F.S. If the Agreement is for more than \$1,000,000 the Contractor further certifies that it and its Subcontractors are also not on the Scrutinized Companies with Activities in Sudan, Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged with business operations in Cuba or Syria as identified in Section 287.135, F.S. For Contracts of any amount, if the Aviation Authority determines the Contractor submitted a false certification under Section 287.135(5) of the Florida Statutes, or if the Contractor has been placed on the Scrutinized Companies that Boycott Israel List, or is engaged in a boycott of Israel, the Aviation Authority shall either terminate the Contract after it has given the Contractor notice and an opportunity to demonstrate the Aviation Authority's determination of false certification was in error pursuant to Section 287.135(5)(a) of the Florida Statutes, or on a case-by-case basis the Aviation Authority may choose to maintain the Contract if the conditions of Section 287.135(4) of the Florida Statutes are met. For Contracts \$1,000,000 and greater, if the Aviation Authority determines the Contractor submitted a false certification under Section

287.135(5) of the Florida Statutes, or if the Contractor has been placed on the Scrutinized Companies with Activities in the Sudan List, or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, the Aviation Authority shall either terminate the Contract after it has given the Contractor notice and an opportunity to demonstrate the Aviation Authority's determination of false certification was in error pursuant to Section 287.135(5)(a) of the Florida Statutes, or on a case-by-case basis the Aviation Authority may choose to maintain the Contract if the conditions of Section 287.135(4) of the Florida Statutes are met. The Contractor agrees to observe the above requirements for applicable subcontracts entered into for the performance of work under this Agreement. As provided in Subsection 287.135(8), F.S., if federal law ceases to authorize these Contracting prohibitions, this section shall become inoperative and unenforceable.

### **5.32 Licenses and Certifications**

The awarded Contractor will be required to secure, at its expense and show proof of the proper business tax receipt and/or any other license/certification required of the applicable service/work being performed. Prior to award, the apparent low Contractor will be required to provide proof of license and/or certification within two (2) business days of the posted awarded recommendation and submit copies of license/certifications to the Procurement Department. The successful Contractor is responsible for obtaining all permits necessary to construct the project. The Aviation Authority does not exempt itself from permitting requirements. The Contractor shall pay all Aviation Authority permit, inspection and impact fees required for the project or services required under this Contract; all other fees for permits required by agencies/municipalities other than the Aviation Authority shall be the responsibility of the awarded Contractor.

### **5.33 Subcontractors**

The Contractor shall be fully responsible for all acts and omissions of the Subcontractors and of persons and organizations directly or indirectly employed by them and of persons and organizations for whose acts and omissions of persons directly employed by the Contractor. In the event a qualified Subcontractor is employed, the Contractor shall:

- a. Obtain approval in advance by the Aviation Authority.
- b. Continuously monitor the Subcontractor's performance, shall remain fully responsible to ensure that the Subcontractor performs as required and itself perform or remedy any obligations or functions which the Subcontractor fails to perform properly. Nothing contained herein shall be construed to prevent a Contractor from using the services of a common carrier for delivering goods to the Aviation Authority.
- c. To the extent feasible, the provisions of this Contract shall apply to any such Subcontractor in the same manner as they apply to the Contractor. However, such application shall neither make any Subcontractor a party to this Contract, nor make such Subcontractor a third party beneficiary hereof.

- d. The Aviation Authority may require that copies of invoices for all work (including invoices submitted to the Contractor for work performed by a Subcontractor) shall be submitted to the Aviation Authority by the Contractor and the Aviation Authority shall pay all compensation to the Contractor.
- e. It shall be the sole responsibility of the Contractor to deal with a Subcontractor with respect to the collecting and submission of invoices and the payment of compensation. In no event shall the Aviation Authority have any obligation or liability hereunder to any Subcontractor, including, in particular, any obligations of payment.
- f. If the Contractor has qualified as an MWBE program participant with respect to this Contract, Contractor may not subcontract the performance of services hereunder to an entity that has not received MWBE certification, unless the MWBE Participation Goals are separately met by a qualified portion of the Contract being performed by the Contractor or by one or more other Subcontractors that are MWBE certified.

#### **5.34 Verbal Instructions**

No negotiations, decisions, or actions shall be initiated or executed by the Contractor as a result of any discussions with any Aviation Authority employee. Only those communications, which are in writing from an authorized Aviation Authority representative, may be considered. Only written communications from Contractors, which are signed by a person designated as authorized to bind the company, will be recognized by the Aviation Authority as duly authorized expressions on behalf of the Contractor.

#### **5.35 Litigation Venue**

All litigation shall take place either in the State Courts of Florida, wherein venue shall lie in Orange County, Florida, or in the Federal Courts wherein venue shall lie in the Middle District in and for the State of Florida. The Contractor expressly waives venue in any other location.

#### **5.36 Addition, Deletion, or Modification of Services**

The Aviation Authority reserves the right at its sole discretion to increase, decrease, or delete any portion of this agreement/Contract at any time without cause, and if such right is exercised by the Aviation Authority, the total fee shall be reduced or increased by a prorated basis. If work has already been accomplished on the portion of the Contract to be increased, decreased, or deleted, the Contractor shall be paid for the correct portion on the basis of the estimated percentage agreed upon by the Aviation Authority, the Contractor, and the AAR upon completion of such portion.

#### **5.37 Operation During Dispute**



In the event the Aviation Authority has not canceled the Contract in accordance with the terms of the Contract, and there remains a dispute between the Contractor and the Aviation Authority, the Contractor agrees to continue to operate and perform under the terms of the Contract while such dispute is pending. Further, the Contractor agrees that, in the event a suit is filed for injunction or other relief, it will continue to operate until the final adjudication of such suit by the court.

### **5.38 Funding**

Obligation of the Aviation Authority for payment to a Contractor is limited to availability of funds appropriated in a current fiscal period, and continuation of contract into a subsequent fiscal period is subject to appropriation of funds, unless otherwise authorized by law.

### **5.39 Contract Termination**

The Contract resulting from this Response shall commence upon issuance and acceptance of the fully executed Contract. The Aviation Authority retains the right to terminate the Contract, in part or in its entirety, with or without good cause, upon thirty (30) days prior written notice or as stated herein. In the event of termination by the Aviation Authority, provided herein, the awarded Contractor shall be paid for services performed through the date of termination.

- a. **Termination for Cause:** If, through any cause, Contractor shall fail to fulfill in a timely and proper manner its obligations under this Agreement, or if Contractor shall violate any of the covenants, agreements, or stipulations of this Agreement, the Aviation Authority shall thereupon have the right to terminate this Agreement by giving written notice to Contractor of such termination and specifying the effective date.
- b. Notwithstanding the above, Contractor shall not be relieved of liability to the Aviation Authority for damages sustained by the Aviation Authority by virtue of any breach of this Agreement by Contractor, and the Aviation Authority may withhold any payments to Contractor for the purposes of set-off until such time as the exact amount of damages due the Aviation Authority from Contractor is determined. This provision shall survive the termination of this agreement and shall not relieve Contractor of its liability to the Aviation Authority for damages.
- c. **Termination for Convenience of Aviation Authority:** The Aviation Authority may terminate this Agreement at any time for any reason or no reason at all by giving at least thirty (30) days' notice in writing to the Contractor. If the Agreement is terminated by the Aviation Authority as provided herein, Contractor will be paid for the services performed through the Termination Date.
- d. **Termination for Convenience of Contractor:** The Contractor may terminate this Agreement by giving at least 180 days' notice to the Aviation Authority. Upon receipt of notice of termination by the Aviation Authority from the Contractor, Contractor shall perform the services through the end of

Termination Date and shall be paid for the services performed through the Termination Date.

#### **5.40 Contractor Responsibilities**

Contractors, by submitting a Response, certify that it understands all planning, coordinating, and implementation of the described services shall be done through personal contact between the Contractor and the Aviation Authorized Representative (AAR), and that telephone contact and mail correspondence may, in some cases, not be appropriate. Aviation Authority approved representatives of the Contractor shall be available to meet with the AAR, as may be required, to accomplish the Aviation Authority's objectives as effectively and efficiently as possible, during all phases of this agreement/Contract/Response.

#### **5.41 Supervision of Contract Performance**

During the term of this Contract, the AAR or designee, shall act on the behalf of the Aviation Authority, but in no event shall the AAR have authority to modify or terminate this Contract, or make final decisions with respect to amendments, time extensions, assignments, cost or payment adjustments or payment disputes. These must be approved by the CEO or the Aviation Authority Board depending on the circumstances.

#### **5.42 Monitoring of Work**

The Contractor shall provide the AAR with every reasonable opportunity to ascertain whether or not the work, as performed, is in accordance with the requirements of the Contract. The Contractor shall designate, in writing, a person to serve as liaison between the Contractor and the Aviation Authority.

#### **5.43 Prompt Payment**

For payment promptness, the Aviation Authority shall remit payment in accordance with the Florida Prompt Payment Act, Section 218.70, Fla. Stat., et seq. Aviation Authority does not expect to be billed in excess of the ordered quantity and will not pay for any quantity above the ordered quantity. Contractors may offer cash discounts for prompt payment but they will not be considered in determination of award. If a Contractor offers a discount, it is understood that the discount time will be from the date of satisfactory delivery, at the place of acceptance, and receipt of correct invoice, at the office specified, whichever occurs last. Requests for final payment for any work or services for which a permit is required shall include a copy of all required permits and copies of all required inspection reports. Failure to provide proof of acquisition of all required permits and successful completion of all required inspections shall represent an incomplete invoice and will delay payment. Contractor shall submit for payment by the Aviation Authority the amounts billed to Contractor by Subcontractors in the billing/payment request submitted first after receipt of the applicable Subcontractor invoice. Contractor shall remit payment to Subcontractors/suppliers, based upon Subcontractors/suppliers invoice, not later than seven (7) days following receipt of payment from the Aviation Authority if Aviation Authority makes payment



through an electronic funds transfer, and not later than fifteen (15) days from payment by the Aviation Authority if Aviation Authority makes payment through a paper draft or check. Contractor may not submit to the Aviation Authority for payment any amount based on an invoice of a Subcontractor that Contractor disputes. Contractor shall notify the Aviation Authority promptly of any subcontract/supplier dispute.

#### **5.44 Right To Audit Records**

In performance of this Agreement, the Contractor shall keep books, records, and accounts of all activities related to the Agreement, in compliance with generally accepted accounting procedures. All documents, papers, books, records, and accounts made or received by the Contractor in conjunction with the Agreement and the performance of this Agreement shall be open to inspection during regular business hours by an authorized representative of the Aviation Authority, and shall be retained by the Contractor for a period of five (5) years after termination of this Agreement—unless such records are exempt from section 24(a) of Article I of the State Constitution and section 119.07(1), Fla. Stat.

#### **5.45 Copying Documents**

Contractor hereby grants the Aviation Authority and its agents permission to copy and distribute any and all materials and documents contained in, comprising, or which are otherwise submitted to Aviation Authority with or in connection with the Contractor's Response or which are contained in the Contract Documents (the "Submittals"). The permission granted by the Contractor shall be on behalf of the Contractor and any and all other parties who claim any rights to any of the materials or documents comprising the Submittals. Such permission specifically authorizes the Aviation Authority and its agents to make and distribute such copies of the Submittals or portions thereof as may be deemed necessary or appropriate by Aviation Authority for its own internal purposes or for responding to requests for copies from any member of the public regardless of whether the request is specifically characterized as a public records request pursuant to Chapter 119, Florida Statutes. This provision shall survive the expiration or termination of the Contract.

#### **5.46 Florida Public Records Law**

**IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE AVIATION AUTHORITY'S CUSTODIAN OF PUBLIC RECORDS AT: [www.orlandoairports.net/publicrecords](http://www.orlandoairports.net/publicrecords); PHONE NUMBER 407.825.2400; AND MAILING ADDRESS, GREATER ORLANDO AVIATION AUTHORITY, PUBLIC RECORDS, ONE JEFF FUQUA BOULEVARD, ORLANDO, FL 32827.** A Contractor with an Aviation Authority Contract for services, must comply with Florida Statute, Chapter 119.071, specifically to: Keep and maintain public records that ordinarily and necessarily would be required by the Aviation Authority in order to perform the service. Upon request from the Aviation Authority's custodian of public records, provide the Aviation Authority with a copy of the requested records or allow the access to public

records to be inspected or copied within a reasonable time on the same terms and conditions that the Aviation Authority would provide the records and at a cost that does not exceed the cost provided in Chapter 119.07, Florida Statutes, or as otherwise provided by law. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Contract term and following completion of the Contract if the Contractor does not transfer the records to the Aviation Authority. Upon completion of the Contract, meet all requirements for retaining public records and transfer, at no cost to the Aviation Authority, all public records in possession of the Contractor or keep and maintain public records required by the Aviation Authority to perform the service. If the Contractor transfers all public records to the Aviation Authority upon completion of the Contract, the Contractor shall, upon termination of the Contract, destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the Contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the Aviation Authority, upon request from the Aviation Authority's custodian of public records, in a format that is compatible with the information technology systems of the Aviation Authority. If a Contractor does not comply with a public records request, the Aviation Authority shall enforce the Contract provisions in accordance with the Contract.

#### **5.47 Federal Compliance Provisions**

Contractor agrees to recognize and comply with all applicable standards, orders or regulations issued pursuant to 2 C.F.R. Part 200, Appendix II. Standards, orders or regulations that are not applicable to the scope of work will not be required of the Contractor. To the extent applicable, the Contractor shall cause the inclusion of the provisions of these provisions in all subcontracts.

- a. **Equal Employment Opportunity:** For any federally assisted construction Contract, as defined in 41 CFR 60-1.3, the Contractor, Subcontractor, subrecipient shall follow all of the requirements of the Equal Opportunity Clause as stated in 41 CFR 60-1.4.
- b. **Davis-Bacon Act:** For any federally assisted construction Contract, in excess of two thousand dollars (\$2,000), the Contractor, Subcontractor, subrecipient shall comply with all of the requirements of the Davis-Bacon Act (40 U.S.C. 3141 – 3148) as supplemented by Department of Labor Regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and assisted Construction"); and the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). For a definition of "Construction" see 48 CFR 2.101.
- c. **Contract Work Hours and Safety Standards Act:** For any federally assisted Contract, in excess of one hundred thousand dollars (\$100,000), that involves the employment of mechanics or laborers, the Contractor, Subcontractor,

subrecipient shall comply with all of the requirements of the Contract work Hours and Safety Standards Act (40 U.S.C. 3702 and 3704), as supplemented by Department of Labor Regulations (29 CFR Part 5).

- d. **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)**: Contractors that apply or Bid for an award exceeding one hundred thousand dollars (\$100,000) must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal Contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.
- e. **Debarment and Suspension**:
- 1) Non-federal entities and Contractors are subject to the debarment and suspension regulations implementing Executive Order 12549, *Debarment and Suspension* (1986) and Executive Order 12689, *Debarment and Suspension* (1989) at 2 C.F.R. Part 180 and the Department of Homeland Security's regulations at 2 C.F.R. Part 3000 (Non-procurement Debarment and Suspension).
  - 2) Upon request, the vendor agrees to provide the Aviation Authority with subsequent certification(s) for it and/or its suppliers, Subcontractors and subconsultants after Contract award.
    - a) This Contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such the vendor is required to verify that none of the vendor, its principals (defined at 2 C.F.R. § 80.995), or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
    - b) The vendor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
    - c) This certification is a material representation of fact relied upon by County (subgrantee). If it is later determined that the vendor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to the Federal Government serving as grantee and the Aviation Authority as subgrantee, the Federal Government may pursue available

remedies, including but not limited to suspension and/or debarment.

- d) The vendor must comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this order/Contract is valid. The vendor further agrees to include a provision requiring such compliance in its lower tier covered transactions.
  
- f. **Clean Air Act and the Federal Water Pollution Control Act:** For any federally assisted Contract, or subgrant, in excess of one hundred and fifty thousand dollars (\$150,000), the Contractor, Subcontractor, subrecipient or subgrant recipient shall comply with all of the requirements of the Clean Air Act (42 U.S.C. 7401 -7671q.) and the Federal water Pollution Control Act as amended (33 U.S.C. 1251 – 1387).
  
- g. **Energy Policy and Conservation Act:** The Contractor agrees to comply with the mandatory standards and policies relating to energy efficiency contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act 42 U.S.C. 6201.
  
- h. **Federal System for Award Management:** A order/Contract shall not be made to parties listed on the government-wide exclusions set forth in the System for Award Management (“SAM”) (found at [www.sam.gov](http://www.sam.gov)), which contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory Aviation Authority.
  
- i. **Title Vi List of Pertinent Nondiscrimination Acts And Authorities**  
During the performance of this Contract, the Contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the “Contractor”) agrees to comply with the following nondiscrimination statutes and authorities; including but not limited to:
  - 1) Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d *et seq.*, 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin);
  - 2) 49 CFR part 21 (Non-discrimination In Federally-Assisted Programs of The Department of Transportation—Effectuation of Title VI of The Civil Rights Act of 1964);
  - 3) The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);

- 4) Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 *et seq.*), as amended, (prohibits discrimination on the basis of disability); and 49 CFR part 27;
- 5) The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 *et seq.*), (prohibits discrimination on the basis of age);
- 6) Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
- 7) The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms “programs or activities” to include all of the programs or activities of the Federal-aid recipients, subrecipients and Contractors, whether such programs or activities are Federally funded or not);
- 8) Titles II and III of the Americans with Disabilities Act of 1990, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131 – 12189) as implemented by Department of Transportation regulations at 49 CFR parts 37 and 38;
- 9) The Federal Aviation Administration’s Non-discrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- 10) Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures non-discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- 11) Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);
- 12) Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. 1681 *et seq.*).

j. **Procurement of Recovered Materials:**

- 1) In the performance of this Contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired.
- 2) Competitively procured within a timeframe providing for compliance with the Contract performance schedule;
- 3) Meeting Contract performance requirements; or
- 4) At a reasonable price.
- 5) Information about this requirement, along with a list of EPA-designated items, is available at EPA's Comprehensive Procurement Guidelines web site, <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.
- 6) Awarded Contractors are required to fully comply with all requirements outlined in 2 CFR Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

#### **5.48 Federal Emergency Management Agency (FEMA) Contract Requirements**

In the event of a hurricane, civil disturbance, or other declared emergency, the Contractor will be required to begin response within one hour after notification and be on site no later than two hours after notification unless there are circumstances beyond control of the Contractor (roadway damage, etc.). **Cost of the service will be at the standard or non-standard working hours at the discretion of the Aviation Authority.** If State of Florida declares a State of Emergency, Contractor agrees to the terms outlined in the Federal Emergency Management Agency (FEMA) Contract Requirements. <https://www.fema.gov/grants/procurement>

#### **5.49 Additional FEMA Requirements.**

The Uniform Rules authorize FEMA to require additional provisions for non - Federal entity Contracts. FEMA, pursuant to this Aviation Authority, may require the following:

- 1) Access to Records. The following access to records requirements apply to this Contract:
  - a) The Contractor agrees to provide the Florida Division of Emergency Management, Greater Orlando Aviation Authority, Orlando, Florida, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this Contract for the purposes of making audits, examinations, excerpts, and transcriptions.
  - b) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.



- c) The Contractor agrees to provide the FEMA Administrator or his authorized representatives' access to construction or other work sites pertaining to the work being completed under the Contract.
- d) In compliance with the Disaster Recovery Act of 2018, the non-federal entity and the Contractor acknowledge and agree that no language in this Contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

2) Compliance with Federal Law, Regulations, and Executive Orders.

This is an acknowledgement that FEMA financial assistance will be used to fund the Contract only. The Contractor will comply with all applicable federal law, regulations, executive orders, FEMA policies, procedures, and directives.

3) No Obligation by Federal Government.

The Federal Government is not a party to this Contract and is not subject to any obligations or liabilities to the non -- Federal entity, Contractor, or any other party pertaining to any matter resulting from the Contract.

4) Program Fraud and False or Fraudulent Statements or Related Acts.

The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this Contract.

**The remainder of this page is intentionally blank.**



## **6.0 CONTRACT**

### **6.1 Contract Instructions**

The Aviation Authority shall notify the Respondent of the Aviation Authority's intent to make an award and the Respondent shall submit a properly executed Contract within ten (10) calendar days of receipt of notice from the Notice of Intent. Unless such time is extended by the Aviation Authority, the failure of a Respondent to submit a properly executed form within said time period shall be cause for cancellation of the intended award by the Aviation Authority in its sole discretion. In the event that an intended award is cancelled, the award may then be made to the next lowest responsive and responsible Respondent. Unless otherwise agreed by the Aviation Authority in its sole discretion, the Contract shall be executed and notarized as follows:

- a. If the Contractor is a corporation, the Contract shall be signed by an authorized corporate officer (i.e., President, Vice President, C.E.O, or C.O.O.).
- b. If Contractor is a Partnership, the Contract shall be signed by a general or managing partner.
- c. If the Contractor is a Limited Liability Company, the Contract shall be signed by a Manager or Managing Member having Aviation Authority to bind the company.
- d. If Contractor is a sole proprietorship, the owner shall sign the Contract

If an aforementioned signatory is not available and a different authorized signatory executes the form, a letter of authorization reflecting the signatory's Aviation Authority shall be submitted on the Contractor's stationery stating that the person who signed the form is duly authorized to enter into such Contract on behalf of the Contractor. Such letter of authorization shall be signed by one of the designated signatories above or such other representative as may be acceptable to the Aviation Authority.

If a Response is accepted by the Aviation Authority, the Contract will be executed by the Aviation Authority with respect to the items awarded and returned to the Contractor evidencing the Aviation Authority's acceptance of the Response. No award shall be final, and no Contractor shall have any entitlement to a Contract or award, until such time as the Aviation Authority has executed the Contract. Upon execution by both parties, the Contract will constitute the formal written Contract between the Aviation Authority and the Contractor.

## 6.2 Contract

This Agreement/Contract is made and entered into effective as of \_\_\_\_\_ by and between the **GREATER ORLANDO AVIATION AUTHORITY**, a public and governmental body, existing under and by virtue of the laws of the State of Florida, hereinafter called the Aviation Authority, and \_\_\_\_\_, hereinafter called Contractor.

**WITNESSETH**, that the said Contractor, for and in consideration of the payments hereinafter specified and agreed to be made by the Aviation Authority, hereby covenants and agrees to furnish all labor, supervision, management, administrative oversight, supplies and all other items necessary or proper for, or incidental to, performing its obligations under Purchasing 24-163-RFP, Customer Service Ambassadors at the Orlando International Airport, in accordance with the Contract Documents which consist of the Contract, Response Price Page(s), the General Information, the Special Conditions, the Specifications, the Terms and Conditions, the Federal Provisions, any Addenda issued prior to the execution of the Contract, and the Request for Responses, each of which are incorporated herein by this reference.

If the Contractor shall fail to comply with any of the terms, conditions, provisions, or stipulations of the Contract Documents, then the Aviation Authority may avail itself of any or all remedies provided in the Contract Documents, or which are otherwise available by applicable law or in equity, and shall have the right and power to proceed in accordance with the provisions thereof.

An extension of time for performance shall be the Contractor's sole and exclusive remedy for any delay of any kind or nature caused by Aviation Authority, and in no event shall Contractor be entitled to recover from Aviation Authority any indirect, incidental, special or consequential damages in any proceeding arising out of or relating to this Contract or the breach thereof.

0

It is also agreed and understood that the acceptance of the last payment pursuant to the Terms and Conditions for work performed hereunder by the Contractor shall be considered as a release in full of all claims against Aviation Authority and its members, officers, agents and employees arising out of, or by reason of, the Contract obligations or work.

In consideration of the Contractor's obligations set forth in the Contract Documents, Aviation Authority agrees to pay to the Contractor upon satisfactory completion of such obligations, and subject to the Contract provisions, the compensation as set forth in **Response Price Page(s)** subject to such additions and deductions as may be provided in the Contract Documents and any duly approved and executed amendments thereto.

**IN WITNESS WHEREOF**, the said **GREATER ORLANDO AVIATION AUTHORITY** has caused this Contract to be executed in its name by its Chief Executive Officer, or designee, and the said Contractor.

**GREATER ORLANDO AVIATION AUTHORITY**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**“CONTRACTOR”**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**APPROVED AS TO FORM AND LEGALITY**

For the use and reliance of the Greater Orlando Aviation Authority, only.

Name of Law Firm: \_\_\_\_\_

By: \_\_\_\_\_

Date: \_\_\_\_\_

**Performance Bond No.:** \_\_\_\_\_

**Performance Bond Expiration Date:** \_\_\_\_\_

**PERFORMANCE BOND FORM**

**GREATER ORLANDO AVIATION AUTHORITY**

**KNOW ALL MEN BY THESE PRESENTS**  
that \_\_\_\_\_

\_\_\_\_\_, hereinafter called  
Principal, \_\_\_\_\_ and

\_\_\_\_\_, a corporation organized under the laws of the State of \_\_\_\_\_ and licensed to do business in the State of Florida, hereinafter called Surety, are held and firmly bound unto the Greater Orlando Aviation Authority, hereinafter called Aviation Authority, in the Penal Sum of **One million Dollars (\$1,000,000.00)**, for the payment of which sum well and truly made, Principal and Surety bind ourselves, our heirs, personal representatives, successors and assigns, jointly and severally, firmly by these presents.

**WHEREAS**, Principal has by written agreement entered into a Contract with Aviation Authority for **Purchasing Solicitation 24-163-RFP, Customer Service Ambassadors at Orlando International Airport**, in accordance with the Contract Documents which are incorporated therein by reference and made a part thereof, and which collectively are herein referred to as the Contract.

**WHEREAS**, Surety is authorized to do business in the State of Florida.

**NOW, THEREFORE**, the condition of this obligation is such that if Principal:

1. Promptly and faithfully performs each of its obligations under said Contract, including, but not limited to, any warranty provisions, in the time and manner prescribed in the Contract; and
2. Pays Aviation Authority all losses, damages (liquidated or actual, including, but not limited to, damages caused by delays in the performance of Principal, or latent defects in the goods or services furnished by Principal), expenses, costs and attorneys' fees for and in connection with all trial and appellate proceedings, that Aviation Authority sustains resulting directly or indirectly from any breach or default by Principal under the Contract; and
3. Pays Aviation Authority all losses, damages, expenses, costs, attorneys' fees and other legal costs (including, but not limited to, those for investigative and legal support services) for and in connection with all trial, appellate and bankruptcy proceedings, that the Aviation Authority sustains resulting directly and indirectly from conduct of the Principal, including, but not limited to, want of care or skill, negligence, patent infringement, or intentionally wrongful conduct on the part of the Principal, its officers, agents, employees or any other person or

entity for whom the Principal is responsible, then this bond is void; otherwise it remains in full force and effect.

In the event that the Principal shall fail to perform any of the terms, covenants or conditions of the Contract during the period in which this Performance Bond is in effect, the Surety shall remain liable to the Aviation Authority for all such loss or damage (including, but not limited to, reasonable attorneys' fees and other legal and court costs) resulting from or in connection with any failure to perform up to the amount of the Penal Sum.

In the event the Surety fails to fulfill its obligations under this Performance Bond, then the Surety shall also indemnify and save the Aviation Authority harmless from any and all loss, damage, cost and expense, including, but not limited to, reasonable attorneys' fees and other legal and court costs for all trial, appellate and bankruptcy proceedings, resulting directly or indirectly from or in connection with the Surety's failure to fulfill its obligations hereunder. This paragraph shall survive the termination or cancellation of this Performance Bond. The obligations set forth in this paragraph shall not be limited by the Penal Sum of this Bond.

The Surety's obligations hereunder shall be direct and immediate and not conditional or contingent upon Aviation Authority's pursuit of its remedies against Principal, and shall remain in full force and effect notwithstanding (i) amendments or modifications to the Contract entered into by Aviation Authority and Principal without the Surety's knowledge or consent, (ii) waivers of compliance with or any default under the Contract granted by Aviation Authority to Principal without the Surety's knowledge or consent, (iii) the discharge of Principal from its obligations under the Contract as a result of any proceeding initiated under the Bankruptcy Code of 1978, as the same may be amended, or any similar state or federal law, or any limitation of the liability of Principal or its estate as a result of any such proceeding, or (iv) any other action taken by Aviation Authority or Principal that would, in the absence of this clause, result in the release or discharge by operation of law of the Surety from its obligations hereunder.

The institution of suit upon this Bond is subject to the limitations period in accordance with Section 95.11, Florida Statutes.

Any changes in or under the Contract Documents (which include, but are not limited to, the Specification and compliance or noncompliance with any formalities connected with the Contract or the changes therein shall not affect Surety's obligation under this Bond, and Surety hereby waives notice of any such changes. Further, Principal and Surety acknowledge that the Penal Sum of this bond shall be increased or the term of this bond extended in accordance with any amendments or other modifications to the Contract Documents entered into by Aviation Authority and Principal.

**IN WITNESS WHEREOF**, the Principal and Surety have executed this instrument under their several seals on the \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, the name and corporate seal of each corporate party being hereto affixed and these presents fully signed by its undersigned representative, pursuant to the authority of its governing body.

Signed, sealed and delivered in the presence of:

\_\_\_\_\_  
Principal (Name of Contractor)

\_\_\_\_\_  
Witness

By: \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
Witness  
  
(Seal)

Its: \_\_\_\_\_  
(Title)

\_\_\_\_\_  
Name of Surety

\_\_\_\_\_  
Witness

By: \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
Witness

Its: \_\_\_\_\_  
(Title)

Address: \_\_\_\_\_

Telephone No.: \_\_\_\_\_

Fax No.: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

\_\_\_\_\_  
(Countersignature by  
Florida Licensed Agent)

**NOTE:** If Principal and Surety are corporations, the respective corporate seal should be affixed and attached.

Attach a certified copy of Power-of-Arrow appointing individual Attorney-in-Fact for execution of Performance Bond on behalf of Surety.

**IMPORTANT:**

Surety companies executing bonds must meet the requirements set forth in Section 3 of the Contract's Special Conditions.

**OATH OF SECRETARY**

**GREATER ORLANDO AVIATION AUTHORITY**

I, \_\_\_\_\_, certify that I am the Secretary of the corporation named as Principal in the foregoing Performance and/or Payment Bonds; that \_\_\_\_\_ who signed the said Bond(s) on behalf of the Principal was then \_\_\_\_\_ of said corporation and was authorized by the corporation to sign the Bond(s) on its behalf; that I know (his, her) signature, and (his, her) signature thereto is genuine, and that said Bonds was/were duly signed, sealed and attested for and in behalf of said corporation by the authority of its governing body.

\_\_\_\_\_  
Secretary

(Corporate Seal)



**IRREVOCABLE STAND-BY LETTER OF CREDIT**

\_\_\_\_\_ [Date]

IRREVOCABLE LETTER OF CREDIT NO. \_\_\_\_\_

EXPIRY DATE: \_\_\_\_\_

AGGREGATE AMOUNT: **\$1,00,000.00**

BENEFICIARY: Greater Orlando Aviation Authority  
One Jeff Fuqua Boulevard  
Orlando, FL 32827-4399

Dear Sir or Madam:

On behalf of \_\_\_\_\_  
[Company Name] (the "Company"), we hereby issue this irrevocable stand-by letter of credit in your favor up to the aggregate amount stated above, available by one or more sight drafts drawn by you on us.

Each draft hereunder must state "Drawn on \_\_\_\_\_ [Bank Name] Irrevocable Letter of Credit No. \_\_\_\_\_, dated \_\_\_\_\_," and must be accompanied by a statement in the form attached hereto as Exhibit A (which is incorporated in this letter of credit by this reference). Such statement must be signed by the Chief Executive Officer of the Greater Orlando Aviation Authority (the "Aviation Authority"), or designee, and must provide the following:

- A. Certification that the Company has failed to faithfully perform one or more of its obligations to the Aviation Authority under that certain **Contract 24-163-RFP for Customer Service Ambassadors** at Orlando International Airport, as such may be amended from time to time, by and between the Company and the Aviation Authority (the "Agreement"); and
- B. Certification of the amount of damages or expenses which, in his belief or determination, the Aviation Authority has suffered or incurred, or is likely to suffer or incur, as a result of such failure by the Company; or
- C. Certification (1) that the Company has failed to provide to the Aviation Authority an acceptable surety bond or stand-by letter of credit to replace this letter of credit, on or before the date the same was due under the terms of the Agreement in accordance with such terms, and (2) certification of the amount of the required replacement surety bond or letter of credit.

Irrevocable Stand-by Letter of Credit  
Page 2

Additionally, each draft drawn hereunder shall be paid from the funds of \_\_\_\_\_ [Bank Name]. If a drawing is made by you hereunder at or prior to 11:00 a.m., local time, on a business day, payment shall be made to you or to your designee of the amount specified at our branch where such drawing is made, in immediately available funds, not later than 3:00 p.m., such local time, on the same business day or such later time and business day as you may specify. If a drawing is made by you after 11:00 a.m., such local time, on a business day, payment shall be made to you or to your designee of the amount specified, in immediately available funds, not later than 3:00 p.m., such local time, on the next business day thereafter, or such later time and business day as you may specify.

This letter of credit is subject to the Uniform Customs and Practice for Documentary Credits (2007 Rev.), International Chamber of Commerce Publication No. 600, except that, notwithstanding the provisions of Article 36 thereof to the contrary, if this letter of credit would have otherwise expired by its terms during a period when our business has been interrupted by Acts of God or other causes beyond our control, our obligations hereunder shall continue for thirty (30) days following the date of our resumption of normal business operations.

We hereby engage with you that all drafts drawn hereunder in compliance with the terms of this credit will be duly honored upon presentation to us as provided herein.

\_\_\_\_\_  
(Bank Name)

By: \_\_\_\_\_  
(Signature)

Address: \_\_\_\_\_

\_\_\_\_\_

Telephone No.: \_\_\_\_\_

Fax No.: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

**EXHIBIT A**

**GREATER ORLANDO AVIATION AUTHORITY  
STATEMENT FORM**

To: \_\_\_\_\_ [Bank Name]

Date: \_\_\_\_\_

Re: \_\_\_\_\_ [Company Name]

Irrevocable Letter of Credit Number: \_\_\_\_\_

The undersigned, who is the Chief Executive Officer of the Greater Orlando Aviation Authority (the "Aviation Authority"), or the duly authorized designee of same, hereby certifies to \_\_\_\_\_ [Bank Name] that [A, and either B or C are required]:

- A. \_\_\_\_\_ [Company Name] (the "Company") has failed to faithfully perform one or more of its obligations to the Aviation Authority under that certain **Contract, 24-163-RFP, Customer Service Ambassadors at Orlando International Airport**, by and between the Company and the Aviation Authority (the "Agreement").
- B. In the belief or determination of the undersigned, the amount of damages or expenses which the Aviation Authority has suffered or incurred or is likely to suffer or incur, as a result of such failure by the Company totals \$ \_\_\_\_\_; or
- C. The Company has failed to provide the Aviation Authority with an acceptable replacement surety bond or stand-by letter of credit on or before the date the same was due under the terms of the Agreement in accordance with such terms, and that the amount of the required replacement bond or letter of credit is \$ \_\_\_\_\_.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

**GREATER ORLANDO AVIATION AUTHORITY**

By: \_\_\_\_\_

Title: \_\_\_\_\_

## 7.0 **RESPONSE SUBMITTAL REQUIREMENTS**

Vendors will submit their response securely before the solicitation deadline by clicking the **PARTICIPATE BUTTON** under the solicitation using the following link:

<https://procurement.opengov.com/portal/goaa>

Responses submitted on the e-Procurement Platform will remain locked and inaccessible by the Aviation Authority's Procurement Staff until the solicitation deadline.

### 7.1 **Preparing Responses**

- a. It is the Respondent's responsibility to incorporate all pertinent information effectively, to communicate the Respondent's concept, and meet the requirements listed in RFP and GOAA's e-Procurement Platform, Section 5. Vendor Submissions which is based on Section 3. Evaluation Criteria in GOAA's e-Procurement Platform.
- b. The Respondent should prepare its Response simply and economically, providing a straightforward, concise description of the Respondent's capability to satisfy the conditions and requirements of this competitive solicitation.
- c. Use the pricing table provided within the *e-Procurement Platform* to provide the management fees in association with the Scope of Services.

**8.0 VENDORS' RESPONSE**



## RESPONSE DOCUMENT REPORT

Solicitation No. 24-163-RFP

Customer Service Ambassadors

RESPONSE DEADLINE: February 27, 2024 at 11:00 am

Report Generated: Wednesday, February 28, 2024

## ABM Aviation, INC Response

### CONTACT INFORMATION

**Company:**

ABM Aviation, INC

**Email:**

chris.simons@abm.com

**Contact:**

Chris Simons

**Address:**

4151 Ashford Dunwoody Road  
Suite 600  
Atlanta, GA 30319

**Phone:**

(470) 952-3013

**Website:**

<https://www.abm.com/>

**Submission Date:**

Feb 26, 2024 2:53 PM

## ADDENDA CONFIRMATION

Addendum #1

*Confirmed Feb 26, 2024 7:51 AM by Chris Simons*

Addendum #2

*Confirmed Feb 26, 2024 7:51 AM by Chris Simons*

## QUESTIONNAIRE

### 1. Respondent Company Name and Contact Information\*

*Pass*

Provide the name of Respondent's company (including the name of any parent company), Include: Contact name and complete contact information of individual responsible for account ("Lead Individual").

*Maximum response length: 5000 characters*

ABM Aviation, Inc.

Parent Company

ABM Industries Incorporated

Contact Person

Brad Lurie

SVP Sales - Aviation

4151 Ashford Dunwoody Road, Atlanta, GA 30319

+1 404-824-3941 (Cell)

[Brad.Lurie@abm.com](mailto:Brad.Lurie@abm.com)



**2. Type of organization (corporation, sole proprietor, partnership, other)\***

Pass

*Maximum response length: 200 characters*

Corporation

**3. Federal employer identification number\***

Pass

*Maximum response length: 200 characters*

██████████

**4. Pricing Table\***

Pass

Please confirm that you have completed the Pricing Table in OpenGov and have not included pricing in your proposal.

Confirmed

**5. REVISIONS | ADDENDA | QUESTIONS & ANSWERS \* Participant confirms that they have reviewed revisions and all answers to questions published and any addenda up until the bid closing date and have given consideration to all information in preparing the response to this solicitation. This is a confirmation of acknowledgement.\***

Pass

Confirmed

**6. I certify that I have read, understood and agree to the terms in this solicitation, and that I am authorized to submit this response on behalf of my company.\***

Pass

Confirmed

## 7. Minimum Requirements

Respondents must meet the minimum requirements noted under this Minimum Requirements Section of this RFP in order to be considered for the award of the contract. Respondents will address each question under this Minimum Requirements Section. Each Respondent must acknowledge and provide written documentation that their firm meets the Minimum Requirements.

REGISTERED WITH THE STATE OF FLORIDA. \*

*Pass*

Respondent shall be registered/qualified to do business in the State of Florida.

Upload a copy of such registration/qualification.

ABM\_Aviation,\_Inc.\_-\_FL\_-\_Certificate\_of\_StatusAuthoriz.pdf

MINIMUM EXPERIENCE\*

*Pass*

Respondent shall have a minimum of five (5) years' experience within the last ten (10) years, prior to the date of this RFP, in the successful direct management and operation of premium Customer Service Ambassador Services at an airport or similar entity within the travel, tourism or hospitality industries.

Respondent shall confirm as an affirmative statement of such experience.

Confirmed

DOCUMENTARY PROOF OF MINIMUM EXPERIENCE REQUIREMENTS\*

*Pass*

Respondent shall provide documentary proof of having a minimum of five (5) years' experience within the last ten (10) years, prior to the date of this RFP, in the successful direct management and operation of premium Customer Service Ambassador Services at an airport or similar entity within the travel, tourism or hospitality industries.

Please enter text documentary proof of meeting each of the experience requirements as note above (i.e. 5 years' experience within last 10 years, providing services within the industries noted above).

*Maximum response length: 5000 characters*

ABM Aviation was founded as an airline and airport service organization in the late 1960s. After acquiring the Air Serv Corporation in 2012, we expanded to offer seat-to-seat passenger services. Since we have partnered with 110 airports and airlines around the globe, our team of 11,500 aviation professionals have helped us generate over \$804 million in revenue. We work with the nation's most reputable aviation clients, including Delta Air Lines, United Airlines, and American Airlines, as well as the Atlanta Hartsfield-Jackson International Airport and the Los Angeles International Airport. Using data collected from our partners, Airport Council International, Airport Association of Airport Executives, and J.D. Power, and the foresight of our seasoned aviation professionals, we consistently deliver safer operations, improved quality scores, and reduced operational costs.

#### SMALL BUSINESS PROGRAM REQUIREMENT\*

*Pass*

This Solicitation includes a Minority and Women Business Enterprise (MWBE) participation requirement. The Participation Goal for this Contract will be 20% for MWBEs.

- 1) All Respondents, including a Respondent which is an MWBE, shall comply with the MWBE requirements by having MWBEs, other than the Respondent, participate in the performance of the Contract services at a sufficient level to meet the participation goal.
- 2) The Response will be considered non-responsive to the Solicitation and rejected if the Respondent fails to demonstrate, to the reasonable satisfaction of the Aviation Authority, as required by the MWBE policy, that the Respondent has met or has made a good faith effort to meet the established MWBE goal.

Please confirm you have read this requirement and comply.

Confirmed

#### LETTER OF INTENT/AFFIRMATION \*

*Pass*

Respondents are required to submit, with their Response, the Letter of Intent/Affirmation information by completing the attached form for each MWBE Firm. The Respondent may make duplicates of this form as needed. Both the MWBEs and the Respondent are required to affirm the information provided by signing the form prior to submittal.

After the Responses are opened, but prior to award, the Aviation Authority may request, receive, and review additional information from the Respondent in order to verify the accuracy of the level of information presented by the Respondent with their Responses and the good faith effort of Respondents to reach the MWBE goal.

Please download the documents below and complete. Uploaded the completed document(s) and clearly label as follows "Letter of Intent/Affirmation". Include in the upload each MWBE firm's evidence (such as photocopy) of their certification status.

- [LETTER OF INTENT12.27.23.docx](#)

Letter\_of\_Intent\_Affirmation.pdf

#### FINANCIAL STATEMENTS \*

*Pass*

Respondent shall provide a statement certifying that they are financially stable and have the necessary resources and financial capabilities to provide the services at the level required by the Aviation Authority.

Respondents must provide the most recent audited annual financial statements for the last two years in order to evaluate the Respondent's ability to perform these Services. If audited annual financial statements are not available, provide balance sheets, income statements, and cash flow statements for the last two years.

**NOTE: If the Respondent is a joint venture or partnership, which is not currently in existence, the above requested documentation shall be submitted from each entity of the proposed joint venture or partnership.**

This financial documentation shall be uploaded as a separate attachment and be clearly labeled as follows: "**Confidential Financial Records Submitted under Seal and Exempt from Florida Public Records Disclosure.**" (Reference Florida Statutes Section 119.071(1)(c) for exemption on financial records.)

Please upload financial statements.

Confidential\_Financial\_Records\_Submitted\_under\_Seal\_and\_Exempt\_from\_Florida\_Public\_Records\_Disclosure\_-\_ABM.pdf

#### SIGNED CONTRACT \*

*Pass*

Please confirm that the Respondent is willing to sign the Contract set forth in this Solicitation, as amended, within ten (10) days after receipt of the Notice of Intent to Award. The Aviation Authority's goal is that the terms and conditions stated in the Solicitation Documents will constitute the terms of the final Contract between the Aviation Authority and the successful Respondent, without significant or material change to such terms or conditions.

Confirmed

PROOF OF INSURABILITY \*

*Pass*

The submittal shall contain proof of insurability issued by a company currently authorized to do business in the State of Florida and with an A.M. Best Company rating of at least B+ and a Financial Size Category of "Class VI" or higher according to the most current edition of AM Best Rating for the required insurance(s) listed in the RFP under Section 3.3 Insurance Requirements.

*The Respondent's submittal shall demonstrate ability to meet all portions listed in Section 3.3 of this solicitation by providing evidence of one of the following: Certificate of Insurance on Acord form or form acceptable to Aviation Authority, signed affirmation of ability to comply from a licensed insurance agent, or insurance quote.*

**Please upload proof of insurability.**

ABMIndustriesIncorporated\_W28890891\_(4).pdf

RESPONDENT'S CERTIFICATION \*

*Pass*

I have carefully examined the Solicitation document located in the e-Procurement Platform as an Attachment 24-163-RFP Customer Ambassador Services and any other documents accompanying or made a part of this Solicitation.

I hereby propose to furnish the goods or services specified in this Solicitation at the prices or rates quoted in my submittal. I agree that my submittal will remain firm for a period of up to one-hundred-twenty (120) days in order to allow the Aviation Authority adequate time to evaluate the submittals.

I confirm that all information contained in this Solicitation Response is truthful to the best of my knowledge and belief. I further confirm that I am duly authorized to submit this Solicitation on behalf of the Respondent as its act and deed and that the Respondent is ready, willing and able to perform if awarded the Contract.

I confirm, under oath, that this Solicitation is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a Solicitation for the same product or service. I further certify that no officer, employee or agent of the Aviation Authority or any other Respondent has a financial interest in this Solicitation. I further confirm that I have executed this Respondent's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

Confirmed

#### LETTER OF BONDABILITY \*

*Pass*

Respondent shall provide with its Submittal a Letter of Bondability on a surety company letterhead or a letter from a US Bank for a letter of credit confirming that Respondent can obtain one or the other and understands only the Performance Bond or Letter of Credit form will be accepted.

Please upload Letter of Bondability as noted above.

ABM\_Letter\_of\_Bondability\_1.1.24.pdf

#### **8. Experience and Qualifications**

Experience and qualifications of Respondent, references, successful completion of similar projects of size and scope.

The requirements in this section are not to limit the creativity in the presentation of a Response, but rather to list the elements that the Aviation Authority deems most important to its evaluation process.

#### COVER LETTER\*

*Pass*

Provide a brief narrative description of the firm's expertise, experience, history, and the resources directly available for the proposed project.

*Maximum response length: 5000 characters*

ABM is uniquely positioned to provide an experienced, adaptable Customer Service Ambassador program for MCO, bringing to bear over a century of experience and 50+ years of experience in the aviation industry. Our values and goals align. As industry leaders, we value customer service, excellence, innovation, and active support for the local community. We care about and invest in the same things – essential components for a successful long-term partnership.

ABM will pair our financial stability and depth of experience with the innovative, diverse resources of Ethos Farms and King's Service Solutions, our MBE partner. We have a history of working with suppliers through partnership and mentorship programs aimed at providing opportunities to minorities and disadvantaged businesses. Our proposal details our plan for combining our proven experience at MCO and airports throughout the country and extensive corporate resources, like our AirCare from the HEART customer service program, with innovative tools from Ethos like WorkLife to uphold MCO's standards of excellence throughout the airport.

Our extensive resources and infrastructure give us the capacity to propose a single award solution for MCO. By awarding ABM the full scope of work, MCO will benefit from a consistent approach to passenger experience, improved efficiency, value, resilience, and continuity, and consistent technology solutions. For further information, please see our response regarding Innovative Solutions.

ABM's experienced executive team is ready to drive accountability and service excellence at MCO as you continue to grow. Our resources are at your disposal. We look forward to discussing this proposal further.

#### SUMMARY OF COMPANY'S EXPERIENCE AND QUALIFICATIONS\*

*Pass*

Provide a summary of the company's background, history, locations, number of years in business, the total number of employees, key personnel, qualifications, experience, how business is organized, and notable achievements

*Maximum response length: 5000 characters*

#### **The Traveler's Experience**

*"Your experience starts the minute you arrive at our airport."*



Founded in 1909, ABM (NYSE: ABM) currently generates annual revenues approaching \$8 billion by serving over 20,000 customers with approximately 90,000 employees reporting to more than 250+ locations across the United States, Canada, the Republic of Ireland, and the United Kingdom.

As the nation's largest provider of aviation services, we know airports. ABM Aviation (ABM) arrives with a proven record of success as the choice provider of landside and airside services in the world's busiest airports. From LAX to JFK, ABM is the trusted advisor for almost every major gateway to the US, including over half of the top 50 airports in the nation.

ABM is a recognized industry leader in delivering innovative, customer-driven, and cost-effective aviation services across airlines and airports, specializing in floor care. With our depth of experience and propensity for exceeding expectations, it is our commitment to deliver the best-in-class service and continuously strive to improve passenger experience for GOAA.

ABM was founded as an airline and airport service organization in the late 1960s. After acquiring the Air Serv Corporation in 2012, we expanded to offer seat-to-seat passenger services. Since we have partnered with 110 airports and airlines around the globe, our team of 11,500 aviation professionals have helped us generate over \$804 million in revenue. We work with the nation's most reputable aviation clients, including Delta Air Lines, United Airlines, and American Airlines, as well as the Atlanta Hartsfield-Jackson International Airport and the Los Angeles International Airport. Using data collected from our partners, Airport Council International, Airport Association of Airport Executives, and J.D. Power, and the foresight of our seasoned aviation professionals, we consistently deliver safer operations, improved quality scores, and reduced operational costs.

#### LIST OF SIMILAR CONTRACTS\*

##### *Pass*

Provide a list of similar projects/contracts to demonstrate that Respondent has a minimum of five (5) years' experience within the last ten (10) years, prior to the date of this RFP, in the successful direct management and operation of premium Customer Service Ambassador services at an airport or similar entity within the travel, tourism or hospitality industries, with a total of at least twenty million annual guests. Respondent shall provide an affirmative statement and/or documentary proof of such experience with the Response submission.

*Maximum response length: 5000 characters*

#### ABM Aviation Similar Contracts

RESPONSE DOCUMENT REPORT  
 Solicitation No. 24-163-RFP  
 Customer Service Ambassadors

---

<b>Portland International Airport</b>	
Address	7000 NE Airport Way, Portland OR 97218
Contact Person	Theresa Triana
Telephone Number   Email Address	503-907-4733   Theresa.triana@abm.com
Brief Description of Project	Provide customer service to elevate the passenger experience through wayfinding and assisting in information booths. In addition, the operation provides support to Customs and Border Protection to assist passengers arriving on international flights.
Respondent's Role and Lead Individual	Theresa Triana, Account Manager
Date of Services	September 2018 - Current
<b>LaGuardia Gateway Partners</b>	
Address	Terminal B, LaGuardia Airport, Queens, New York 11371
Contact Person	Jamie Haviaris
Telephone Number   Email Address	718-501-2328   Jamie.haviaris@lauguardiab.com
Brief Description of Project	Provide shuttle bus services, PRM, baggage porters, curbside management, TSA queue management, lobby ambassadors, janitorial, facility engineering and maintenance
Respondent's Role and Lead Individual	Frank Bernaudo ABM, Director Lauren Walsh, Ethos Farm, VP
Date of Services	2018 - Current
<b>Atlanta Department of Aviation</b>	
Address	6000 N. Terminal Parkway, Atrium Suite 4000, Atlanta, GA 30320
Contact Person	David Sconzo
Telephone Number   Email Address	(404) 205-2470   David.Sconzo@atl.com
Brief Description of Project	Customer Experience Program
Respondent's Role and Lead Individual	Biruktawit Enyaw, Senior Manager
Date of Services	October 2022 - Current
<b>Ethos Farm</b>	
<b>London Heathrow Airport</b>	
Address	Heathrow, PO Box 887, 3 Manor Court, Exeter, EX1 9YT

Contact Person	Mike Morgan-Batney MCIM
Telephone Number   Email Address	mike.morgan-batney@heathrow.com
Brief Description of Project	Provide customer experience team across all Heathrow touchpoints, refresh the Heathrow service strategy and signatures, and launch new technologies, including Flightlingo.
Respondent's Role and Lead Individual	Mat Garner, Founder
Date of Services	Nov 2023 - Nov 2028

RESPONDENTS REFERENCES \*

*Pass*

Respondents' references should demonstrate that the Respondent and the key individuals have the experience required, and reasonably has the reputation to perform the Scope of Services.

**References shall be able to validate the Respondent's capabilities and experience.**

It is the Respondent's responsibility to provide references and information that most closely demonstrates their experience with organizations (airports, counties, municipalities, or universities) of similar size, complexity, and risk exposure as the Aviation Authority.

The Respondent authorizes the Aviation Authority, its staff or consultants to contact any of the references provided in the response and specifically authorizes such references to release either orally or in writing, any appropriate data with respect to the Respondent and its Engagement Team members.

**Respondent bears full responsibility for naming references which will respond to the Aviation Authority's reference checks. If the Respondent's references do not respond to the Aviation Authority's reference checks, the Respondent's evaluation will be adversely affected by non-responsive references.**

Please confirm you understand the reference requirements and will provide the required information.

Confirmed

MINIMUM OF THREE REFERENCES\*

*Pass*

Provide a minimum of three, but no more than five, references of airports and/or governmental entity clients providing similar services and scope as identified in the RFP. Respondent shall provide the following information for each reference:

- a. Organization’s Name
- b. Address
- c. Contact person
- d. Telephone number and email address of contact person
- e. Brief Description of Project
- f. **Respondent’s Role and Identify the Lead Individual**
- g. Date of Services/Status (current or past client)

**NOTE: If the Respondent is a joint venture or partnership, which is not currently in existence, the requested documentation listed above shall be submitted from each entity of the proposed joint venture or partnership.**

*Maximum response length: 5000 characters*

ABM Aviation References	
Portland International Airport	
Address	7000 NE Airport Way, Portland OR 97218
Contact Person	Theresa Triana
Telephone Number   Email Address	503-907-4733   Theresa.triana@abm.com
Brief Description of Project	Provide customer service to elevate the passenger experience through wayfinding and assisting in information booths. In addition, the operation provides support to Customs and Border Protection to assist passengers arriving on international flights.
Respondent’s Role and Lead Individual	Theresa Triana, Account Manager
Date of Services	September 2018 - Current
LaGuardia Gateway Partners	

RESPONSE DOCUMENT REPORT  
 Solicitation No. 24-163-RFP  
 Customer Service Ambassadors

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Address	Terminal B, LaGuardia Airport, Queens, New York 11371
Contact Person	Jamie Haviaris
Telephone Number   Email Address	718-501-2328   Jamie.haviaris@lauguardiab.com
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Date of Services	2018 - Current
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Address	6000 N. Terminal Parkway, Atrium Suite 4000, Atlanta, GA 30320
Contact Person	David Sconzo
Telephone Number   Email Address	(404) 205-2470   David.Sconzo@atl.com
Brief Description of Project	Customer Experience Program
Respondent's Role and Lead Individual	Biruktawit Enyaw, Senior Manager
Date of Services	October 2022 - Current
<b>Ethos Farm</b>	
<b>London Heathrow Airport</b>	
Address	Heathrow, PO Box 887, 3 Manor Court, Exeter, EX1 9YT
Contact Person	Mike Morgan-Batney MCIM
Telephone Number   Email Address	mike.morgan-batney@heathrow.com
Brief Description of Project	Provide customer experience team across all Heathrow touchpoints, refresh the Heathrow service strategy and signatures, and launch new technologies, including Flightlingo.
Respondent's Role and Lead Individual	Mat Garner, Founder
Date of Services	Nov 2023 - Nov 2028

CUSTOMER CENTRIC ORGANIZATION

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*Pass*

Please provide an example of how the Respondent is a customer-centric organization that puts the customer at the center of its philosophy, operations, and ideas. Explain how the Respondent is a brand ambassador and embody the corporate identity in appearance, demeanor, values and ethics. Provide an example of how the Respondent provided customer-centric services and is a brand ambassador.

*Maximum response length: 5000 characters*

### **Our Culture of Caring**

With more than a century of experience, we understand excellent customer service nurtures loyalty. As a people-centric organization, we put customer care at the forefront of our operations, from finding the most qualified and friendly staff to ensuring the quality of our services through exemplary training and management. We embrace your commitment to provide a safe and secure airport environment, one that's also warm and welcoming. To accomplish this, we train our teams to consistently demonstrate pride in their work, going the extra mile to create the best reflection of your airport.

As discussed in our customer service operations plan, our customer service model revolves around three key components: customer service training, quality control, and open communication.

Our customer service approach uses award-winning customer service techniques from both the Walt Disney Company and the Ritz Carlton. Our AirCare from the HEART training educates and celebrates the best levels of customer service, emphasizing the importance of making an ***emotional connection*** with the guest. This program maximizes team members' ability to deliver great guest service no matter where they work. Through constant, open communication, coaching and correcting our team ultimately decrease guest and team member complaints and increase positive guest experiences and retention rates. We provide ongoing customer service training and complement it with various incentive programs that reward our team members who deliver exceptional customer service. This strategy of creating multiple pathways for positive motivation results in better satisfaction reviews and increased customer loyalty.

ABM is committed to hiring all qualified current employees and will work to guide these employees into seeing their roles as customer service ambassadors. Our team members are trained to provide an unparalleled level of service to all guests. Integral to our training, our team members will, at minimum, be confident employees that are committed to:

- Arriving to work in a clean uniform ready to represent GOAA and ABM positively

- Maintaining proactive communication with guests and team members
- Meeting and greeting all passengers with a smile
- Creating appropriate personal connections with guests
- Being helpful, articulate, courteous, and accurate
- Communicating clearly
- Demonstrating concern for guests' wellbeing by effectively assisting all passengers
- Providing guests and employees with accurate information regarding GOAA and surrounding areas

*Alongside our elevated customer service program, our subcontractor Ethos Farm is a globally recognized customer experience (cx) consultancy.*

Our proven success is exemplified through the LaGuardia Terminal B Guest Experience contract, a collaboration between Ethos Farm & ABM Industries that began with an Executive Level Innovation Lab we hosted during the construction phase with LaGuardia Gateway Partners (LGP) in 2019. This discovery process enabled us to pinpoint what the CX ambition was for Terminal B, an airport that had previously fared poorly on the JD Power rankings.

To address this, we strategized where we wanted to be in relation to talent acquisition, learning, innovations, processes, CX measures, and governance. We bundled services into fewer suppliers and added in a new, high-performing concierge team and a Guest Experience Director with CX governance as an umbrella over all service lines.

The visual appearance of the team was critical to the immediate first and last impressions, so we engaged a uniform designer to create a custom solution for Terminal B across all customer-facing roles. We prioritize diversity and inclusion, ensuring local recruitment was our first hiring pool

The CX training package we developed was crafted using multilingual AI avatars to ensure all staff members could comfortably engage with the content in their own native language. A key driver to the success of GX in Terminal B was that we collectively decided this training should be non-negotiable and act as a 'License to Serve' for any businesses and employees wanting to operate in the terminal. As a condition of obtaining an airport ID badge, the CX training was cascaded to all stakeholders including airlines, ground



handlers, and TSA. Accompanying all of this was a roadmap with some key milestone achievements to aim for – one being Skytrax 5-Star rating by the end of 2023.

The results speak for themselves – a journey that LGP call “from Worst to First”. Terminal B achieves some of the highest ASQ scores globally and drives an incredible average NPS comparable to some of the most notable companies worldwide. Additionally, it has won multiple awards, including the Skytrax Best New Airport Terminal in the World award.

**ABM is ready to elevate your customer service ambassador operations.**

#### ACCURATE INFORMATION

*Pass*

Respondent will provide an example of how their staff shall provide accurate information and proactive assistance to airport guests, airport employees, the general public, and any other related customer service functions within airport information booths and mobile functions with electronic handheld devices.

*Maximum response length: 5000 characters*

Our belief is that your employees, colleagues, and wider airport stakeholder community have the most significant impact on the customer experience. The response and reactions customers receive from those airport representatives will have significant influence on how that customer feels about their overall experience in your airport. This is why we know getting the ‘people element’ right is one of the most important steps to achieving your CX ambitions. In essence excellent employee experience = excellent customer experience.

This success factor is dependent on having the right talent acquisition and onboarding strategies in place to bring in individuals who have a natural aptitude for proactive service, problem solving, and human empathy. Accuracy of information is key, and we ensure team members know how to access answers to support customers efficiently and be transparent and truthful in customer engagements.

We know the intricacies of a fast-paced aviation environment, and that solutions need to be provided so staff can access immediate answers and provide honest responses in situations that can often change by the minute. ABM will use Ethos Farm's proprietary software – the WorkLife app – which ensures accurate and up to date information in the hands of our frontline teams so that

universal messaging is available for your guests. This has been successfully deployed at LaGuardia Terminal B, LAX TBIT for retail and F&B Ambassadors, and in Westfield Retail Mall destinations.

Our data and Insights team are at the cutting edge of products like Microsoft Fabric, Co-Pilot and Power BI ensuring that we learn from the information we are gathering in the field to support better predictive planning, optimized workforce deployment and enhanced CX. A great example of this is a product we have developed currently in testing at London Luton Airport called FlightLingo which pulls from open-source data, applies algorithms and produces predictive rostering by the hour to show the need for language speakers in key locations to optimize service interactions.

#### **9. Knowledge and Experience of Key Personnel, Manager & Staff**

Respondent shall demonstrate the specialized experience and technical competence of the key individuals and support staff who will provide the requested services, including but not limited to the proposed project manager, major subcontractors, and key staff in each firm. Knowledge, recent experience, and expertise of these key individuals with projects of similar type and complexity will be a material consideration.

MANAGER ASSIGNED\*

*Pass*

The Proposer shall identify the On-site Manager to be assigned to the Aviation Authority's account who has at least three (3) years of successful experience, describe the Manager's experience, which is with similar scope to that of the Orlando International Airport.

*Maximum response length: 5000 characters*



**Harry Williams – GM**

An ambitious business professional with experience in both corporate and operational customer experience within the aviation, airlines and travel industry. Harry is currently heading up the Customer Experience integration and operations for Ethos Farm on the West Coast, following a three-year position for Ethos Farm at LaGuardia Terminal B where he delivered change and improvement projects, headed up guest experience operations, led CX innovations and refined the end-to-end customer journey.

Formerly at British Airways PLC working across customer service, airport operations and corporate customer experience strategy and development. As a former client to Ethos Farm, together we won the IATA Hackathon in Seattle for our Beyond Accessibility digital applications to support British Airways' customers with reduced mobility & hidden disabilities.

**We are proposing Harry as part of the transition/go-live team while a director of similar caliber and experience to Harry is recruited and on-boarded.**

KEY PERSONNEL \*

*Pass*

Provide names and titles of key personnel of your proposed project team. Provide professional resumes of all key personnel.

Please upload names and titles of key personnel. Name the uploaded file: "Key Personnel".

Key\_Personnel.pdf

OTHER KEY PERSONNEL\*

*Pass*

Describe the other key personnel experience with similar scope to that of the Orlando International Airport. Key personnel shall have a minimum of two (2) years' experience with similar scope to that of the Orlando International Airport.

Upload information on other key personnel and name the uploaded file: "Other Key Personnel".

Other\_Key\_Personnel.pdf

REPORTING RELATIONSHIP AND ORGANIZATION CHART\*

*Pass*

Include an organizational chart proposed for this project clearly showing the reporting relationship between individual team members, especially those in positions of oversight and quality assurance.

Reporting\_Relationship\_and\_Organization\_Chart.pdf

**10. Approach and Methodology**

The respondent's approach and methodology should be well-organized, results focused and should demonstrate how the respondent plans to meet the goals of the specific requirements of the scope of work.

STAFFING PLAN\*

*Pass*

Describe in detail the proposed staffing plan necessary to meet the requirements of this Contract. The Staffing Plan should include the number of staff, including the relief staff and the number of Supervisors envisioned to accomplish the assigned services.

Please upload a detailed staffing plan and name the uploaded file: "Detailed Staffing Plan".

Detailed\_Staffing\_Plan.pdf

#### QUALITY MANAGEMENT PLANS\*

*Pass*

Describe your company's quality assurance (QA) and quality control (QC) plan. Describe in detail your company's operational and customer service plan(s) that demonstrates your company's commitment to providing a positive customer experience and strategies for improvement of workplace culture.

Please upload a completed QA/QC, operational and customer service plan. Name the uploaded file: "Quality Management".

Quality\_Management.pdf

#### FEEDBACK\*

*Pass*

Respondent shall provide an example of how staff will interact positively with and engage airport guests, airport employees, and the general public to obtain feedback about airport services, amenities, and overall satisfaction.

*Maximum response length: 5000 characters*

#### **Gathering and Receiving Feedback:**

ABM Aviation views our Customer Ambassadors as the eyes and ears of all our operations, they are the first point of contact for many customers on their journey through an airport, and they have the opportunity to see, anticipate and report service disruptions early, hopefully reducing the overall impact. We have extensive experience gathering and receiving customer feedback, from the natural person-to-person interactions our teams deliver, to Happy or Not style technologies, to proactive satisfaction survey collection, such as NPS questionnaires.

For the GOAA Customer Ambassador program, our initial focus will be training our team on how to recognize the non-verbal signs that a customer or colleague has something to share, how to receive that feedback in an empathetic and understanding way, and how to be solutions orientated and find opportunities to deliver service recovery in the moment.

Our proprietary WorkLife app will allow our Customer Ambassadors to record feedback digitally, take photos of facility issues of concern, and escalate necessary challenges immediately.

As part of our longer-term strategy and ambitions to support GOAA with their mission and strategic priorities, we would use the Monthly Performance Review meetings as an opportunity to present recommendations on how to enhance customer feedback collection and analysis at MCO.

**Analyzing and Presenting Feedback:**

Our proposed Stakeholder governance plan outlined in 10.2 proposes a forum to present customer insights as part of a broader reporting framework, which would highlight insight trends, reports and recommendations for continuous improvement.

Our team is at the cutting edge of products like Microsoft Fabric, Co-Pilot and Power BI ensuring that we learn from the information we are gathering in the field to support better predictive planning, optimized workforce deployment and enhanced CX, all with the intention of improving customer experience in for our clients. A great example of this is a product we have developed currently in testing at London Luton Airport called FlightLingo which pulls from open-source data, applies algorithms and produces predictive rostering by the hour to show the need for language speakers in key locations to optimize service interactions.

Our work with the Port Authority of New York and New Jersey as appointed data consultants for the customer experience division has allowed us to expand our services and team expertise to include Customer Insight and Sentiment analysis through the PA's Wi-Fi surveys, Voice of the Customer communications and quarterly ASQ analysis, report development and improvement recommendations.

For clients like LaGuardia Gateway Partners, we are also the guest experience custodians monitoring live feeds into social media and CSAT aggregator technologies such as Forsta and Goodays. This capability enables us to continue to drive that continuous improvement cycle by analyzing trends, acting on immediate issues and responding to guests in real time. Service Booth employees can be made aware of matters that might be generating additional questions, while mobile staff can be redeployed to service recover in the moment. This proactive approach and multitude of innovations and approaches has enabled clients like Westfield to gain incredible NPS results with the two UK locations scoring on average +60-70 month on month.





#### COORDINATE CUSTOMER MOVEMENT\*

##### *Pass*

Respondent will provide an example of how staff shall work with airport stakeholders to coordinate customer movement at the security checkpoints, including guiding guests through the line and communicating directions in a clear and friendly manner.

*Maximum response length: 5000 characters*

We work globally in complex, multi-stakeholder and multi-disciplinary environments which provide constant challenge and opportunity for misalignment. These places are often a colorful tapestry made up of clients, service partners and other stakeholders, all with competing demands and priorities. We thrive and are experienced at bringing alignment and solution improvement to resolve conflicting requirements sensitively.

As outlined in our Stakeholder management plan in 10.2, our proposed governance and operational management plans outline our strategy to build relationships with airport stakeholders to coordinate customer movement through key journey touchpoints at MCO.

Our ambassador operations at airports such as LaGuardia Airport Terminal B require complete alignment with Terminal Operations Team, TSA and Customs and Border Protection. Daily and shift briefings to discuss operational impactors, information of note, expected customer traffic and resource plans are essential to a successful experience at these touchpoints, and if executed well, will deliver an efficient service to all.

Demonstrating empathy and emotional intelligence and understanding the high-stress points for customers during an airport experience is essential to successful communication by Customer Ambassadors in these areas. It is well known that the TSA experience is one of the key drivers of overall satisfaction for customers at airports, and through our operational experience and training expertise, we can prepare our teams to deliver Exceptional Experiences, efficiently and with integrity.

Customer Ambassadors will be trained on how to deliver a customer-centric and service led approach whilst managing the entry and queuing areas of the TSA checkpoints, customs/ border control areas and any other congestion that may occur during operational disruption around MCO. The driving messages will align to GOAA's Values and ensure an elevated customer service, delivering an easy and reduced stress checkpoint experience for customers.

Our ambition is for GOAA customers to feel guided through these high stress experiences, rather than directed in the typical fashion, delivering an elevated service experience, instead of a compliance process. Pro-active, clear, relevant, and reassuring messages to customers will be provided, delivered in an assertive but personalized manner. In the TSA checkpoint entry and queuing, Customer

Ambassadors will have up-to-date information on what documentation needs to be ready and available for TSA inspection, followed by how best to prepare for the screening experience; this will improve the overall wait times and experience of customers as they will have the information they need to feel less anxious.

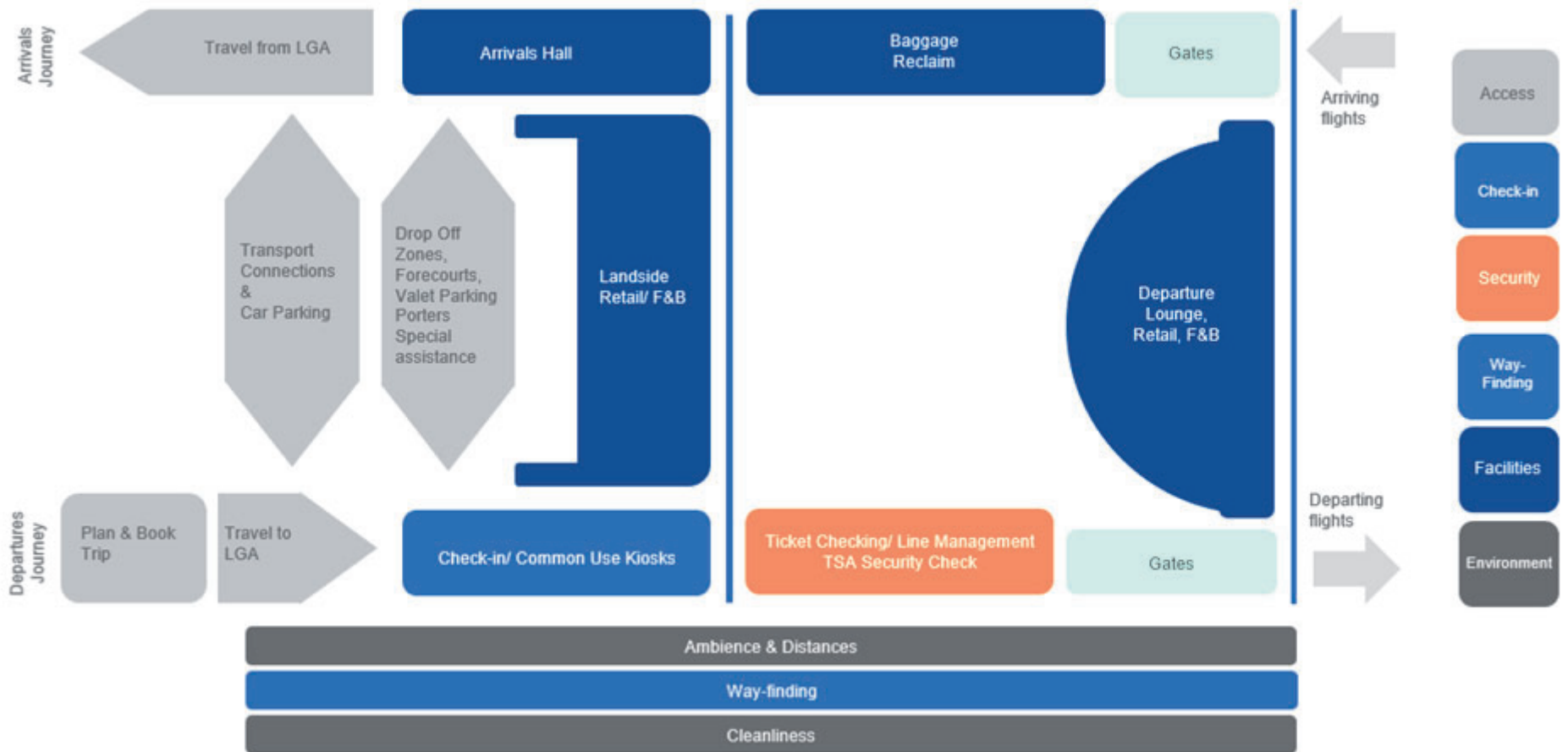
Through our Accessibility Confidence Training, our Customer Ambassadors will be equipped to recognize and provide greater assistance to customers who need extra time. We give our Customer Ambassadors the confidence and autonomy to expedite processes for those most in need, aligned to GOAA's Mission and Values.

Effective line management is largely driven by Customer Ambassadors ability to manipulate the queuing systems to efficiently organize customers whilst they wait, based on availability of TSA or Border control positions and volume of customer traffic. As we have done in other operations, our Leadership team will undertake a detailed understanding and assessment of these queuing systems with the GOAA Operations teams to ensure that all efficiency opportunities are maximized, and training/ SOP's can be developed for the Customer Ambassadors. Operational anomalies of course are to be expected in an airport environment and therefore, clear, and effective communication SOP's will be developed to ensure any unexpected situations can be escalated efficiently and managed collaboratively by the Customer Ambassadors, Supervisors and GOAA Stakeholders.

**Right Place, Right Time Deployment:**

We understand the requirement to provide daily Customer Ambassador deployment to provide resilience and continuity during disruption. Our schedules and deployment plans are managed through our scheduling system to align with the demands of the airport environment.

Our supervisors will work collaboratively with our General Managers and GOAA operational leadership to understand the changing needs of the operation, so that we can flex our deployment; our Zello push-to-talk technology will allow us to respond efficiently. Our FlightLingo app also enables us to deploy the right language capability to where it is needed.



TRANSITION PLAN\*  
 Pass

Describe in detail the process that would be followed to implement the services to be provided pursuant to the Scope of Services. This plan must include time frames and information that would be required for such services to be fully operational and include a sample timeline (with an explanation of how this timeline would be used in the transition process.) Include the time period needed for hiring and training of employees, planned interface with the Aviation Authority, the processing of I.D. badges, uniforms, and site tours, etc.

Please upload a completed transition plan and name the uploaded file: " Transition Plan".

Transition\_Plan.pdf

#### TRAINING AND ENGAGEMENT PLAN\*

*Pass*

Describe in detail the training plan that Proposer intends to utilize to train personnel in relation to the Services and describe how Proposer will track training for all employees. The training plan shall include, but not be limited to, an outline of the training and the type and number of hours of estimated training for each type of personnel, a list of training materials to be provided and how the Proposer will ensure the completeness of the subject matter, and the method through which the training will be provided.

Please upload a completed Training and Engagement Plan. Name the uploaded file: "Training and Engagement Plan".

Training\_and\_Engagement\_Plan.pdf

#### INNOVATIVE SOLUTIONS\*

*Pass*

Describe your company's proposed innovative solutions and tools to enhance the services to be provided. This may include organizational and social innovation, software, and hardware and other operational solutions.

Please upload your proposed innovative solutions and tools. Name the uploaded file: "Innovative Solutions".

Innovative\_Solutions.pdf

### 11. Additional Response Requirements

The required documentation requested under this section will be scored under the Evaluation Criteria under Additional Response Requirements Category. All required documentation or information requested should be provided as requested.

#### MWBE PARTICIPATION PLAN\*

*Pass*

The Aviation Authority has set a MWBE participation **goal of twenty percent (20%)** for this solicitation. Describe the MWBE participation that will be provided and what services will be performed by each firm. This MWBE participation plan should support the Respondent's submittal of their Letter of Intent/Affirmation under the Minimum Requirements Section under Vendor Submissions in the e-Procurement Portal. Please include information on how the Respondent plans to meet or exceed the MWBE participation goal.

*Maximum response length: 5000 characters*

ABM is strongly committed to diversity within its workforce and with the people and companies with which we do business. To address the needs of our clients, our demographics and those of our suppliers reflect the diverse nature of our communities. We foster a diverse and inclusive supplier base, to develop strong minority firms through mentoring and implementing Tier 1 and Tier 2 contracts. Our supplier diversity spend has increased more than 150% since the inception of our program.

#### Supplier Diversity Program

ABM boasts a significant number of certified diversity partners as part of our Tier 2 Supplier Diversity Program. ABM actively recruits partners with ACDBE and M/W/DBE certifications through our local service operations and our online submission form on our website. Additionally, ABM continues to refine our network of preferred subcontractors, including certified diverse suppliers, from any companies we acquire. Using performance measurements, ABM identifies and consolidates subcontractor portfolios, rewarding the combined portfolios to the best service partners. As a result of this established service partner network, we can meet your supplier diversity goals and requirements.

ABM is one of the few organizations that takes its commitment to diversity beyond just hiring a diverse workforce and certified partners. We use real data to continually analyze our program to ensure we are meeting goals and objectives while continuing to grow

our program and support our clients' commitment to diversity. We offer an easy-to-use web interface for potential service partners to submit a detailed capabilities profile and pre-qualification form. Each submission feeds ABM's master supplier database and is the first step for smaller service providers to become qualified and certified ABM service partners. After verification of qualifications, service partners are eligible to perform subcontracted services under ABM's direction and oversight for clients like MCO.

ABM is committed to providing minority and women owned business enterprises (M/WBE) an equal opportunity to participate in all contracts. In 2022, we achieved \$238M of diverse spend across more than 2,120 suppliers.

### **Mentor-Protégé Program/Strategic Partnerships**

As part of our Supplier Diversity Program, ABM developed a mentoring program for our partners to help remove barriers often faced by smaller businesses and create lasting opportunities. This strategic partnership provides hands-on, one-on-one mentoring with minority businesses in their core disciplines. ABM assures contract compliance along with ACDBE business development by using our state-of-the-art technology that unites the scheduling, tracking, monitoring, benchmarking, and measurement of labor, supplies, equipment, and service functions into a single source operations network. This same technology is made available to each minority company, enabling ABM to provide a consistent level of service from self-performance to subcontracted work.

#### **Assisting Partners with Diversity Certification**

We encourage qualified subcontractors to pursue diversity certification by providing a list of government agencies and private organizations that provide the certification. We have been successful in assisting our partners with ACDBE certification.

### **Our MBE/WBE Commitment at MCO**

#### *King's Service Solutions*

ABM has extended a partnership to King's Service Solutions. King's is a female-owned minority business. King's currently works with us at Orlando International Airport and has a proven record of success working with ABM. King's is a full-service facility support company that provides a wide array of services that are customized to meet the needs of its aviation and government clients.

King's will provide agents, leads, and supervisors at **29+%** of the contract total for MCO .

[REDACTED] - CEO

[REDACTED] was born in Havana, Cuba, the daughter of Cuban Entrepreneurs, and came to the United States at the early age of seven. Following the entrepreneurial spirit her parents instilled in her, [REDACTED] founded Kings Service Solutions, LLC in 2007 and has recently added Kings Building Group to her portfolio. [REDACTED] presides over all aspects of the company and has utilized ground-up knowledge and expertise to grow the company into an industry leader. Through her perseverance and leadership, [REDACTED] instills the philosophy of customer service and operational excellence throughout the organization as the key to long-term strategic growth.

PRIOR OR PENDING CONVICTIONS, INDICTMENTS, INVESTIGATIONS, REGULATORY INVESTIGATIONS\*  
*Pass*

The Respondent shall provide a description of all prior or pending convictions, indictments, investigations, and regulatory investigations, either civil or criminal that relate to the services listed in the RFP, in which Respondent or its affiliates, subsidiaries, parent company, directors, senior officers, senior regional officers, the Lead Individual, or Engagement Team members have been involved with in the last five (5) years immediately preceding the date of Respondent's response to this Solicitation. Or provide an affirmative statement that there are none.

*Maximum response length: 5000 characters*

ABM has not had any of the following occur in the history of our company:

- Cancelled or non-appropriated a Performance Contract with the respondent
- Debarment by any municipal, county, state, federal or local agency



- Conviction of the firm or its principals for violating a state or federal antitrust law by bid-rigging, collusion, or restrictive competition between bidders, or conviction of violating any other federal or state law related to bidding or contract performance
- Knowing concealment of any deficiency in the performance of a prior contract
- Falsification or information or submission of deceptive or fraudulent statements in connection with a contract
- Willful disregard for applicable rules, laws, or regulations
- Default or bankruptcy

As a national facilities services company, ABM Aviation is involved in litigation from time to time in the ordinary course of its business. ABM Aviation has no past or present litigation that would impact its ability to perform this contract.

ABM Aviation's corporate parent, ABM Industries (NYSE: ABM) is required to disclose all material litigation in its annual report filed with the Securities and Exchange Commission.

#### CLAIMS INFORMATION\*

*Pass*

Disclose all lawsuits, arbitrations and claims filed or raised by or against the Respondent over the last five (5) years, specifically identifying the project involved, the parties involved, the nature of the claim(s), amount at issue, disposition or status and litigation, case style, number, and jurisdiction.

The Respondent shall also list any work their team failed to complete in accordance with any contract in the last five (5) years. Describe details regarding the non-performance, including listing any officer or partner of their team who in the last five (5) years failed to complete a contract handled in his/her name. Or provided an affirmative statement that there are none.

*Maximum response length: 5000 characters*

#### **Claims Against ABM**

ABM and its divisions employ more than 90,000 employees across the U.S., Canada, and Puerto Rico. As such, at any given time, ABM is involved in dozens, if not hundreds, of litigation matters. These claims are handled in the normal course of business by legal and risk

management professionals employed by the company. Even large litigation matters involving millions of dollars would not have any impact on ABM's ability to provide timely services to GOAA.

### **Lawsuits Against Others**

In the ordinary course of business, ABM has on occasion, various claims, and lawsuits against third parties, primarily related to the collection of monies owed. The amount of information regarding these matters is voluminous and, therefore, such information has not been included herein. Information about specific matters is available upon request.

### CERTIFICATION REGARDING PROHIBITION AGAINST CONTRACTING WITH SCRUTINIZED COMPANIES\*

*Pass*

This form shall be completed and signed by the Respondent's duly authorized representative. Failure to return the forms with the submittal may cause the Response to be deemed as non-responsive.

Please download the below documents, complete, and upload. Name the uploaded file: "Scrutinized Companies Form."

- [Certification Regarding Pro...](#)

Scrutinized\_Companies\_Form.pdf

### E-VERIFICATION CERTIFICATION FORM\*

*Pass*

This form shall be completed and signed by the Respondent's duly authorized representative. Failure to return the forms with the submittal may cause the Response to be deemed as non-responsive.

Please download the below documents, complete, and upload. Name the uploaded file: "E-Verification Certification Form".

- [E-Verify.docx](#)

E-Verification\_Certification\_Form.pdf

### CURRENT W9\*

*Pass*

Provide the Respondents Taxpayer Identification Number and Certification. Go to the following website for instructions and the latest information: [www.irs.gov/FormW9](http://www.irs.gov/FormW9)

Please upload current signed W9. Name the uploaded file: "Current W9".

Current\_W-9.pdf

COMPLETE AND SIGN CONFLICT OF INTEREST DISCLOSURE FORM\*

*Pass*

Please download the below Conflict of Interest Disclosure Form, complete, and upload. Name the uploaded file: "Conflict of Interest Form".

- [Conflict of Interest Disclo...](#)

Conflict\_of\_Interest\_Form.pdf

## PRICE TABLES

### MANAGEMENT FEE TERMINAL A & B LOCATION 1

The Management Fee shall include the following: a. All payroll and associated costs for: 2) Assistant Managers, 3) Administrative Staff. 4) Any other positions deemed necessary by the Contractor and not listed in the Reimbursable Payroll and Operating Expenses in Sections 3.4 and 3.5 of the RFP Project Document. b. The Management Fee shall also include all other expenses not listed in the Reimbursable Payroll and Operating Expenses in Section 3.4 and 3.5 of the RFP Project Document, including but not limited to: 1) Contractor overhead and profit 2) Sub-Contractors Management Fee 3) All required Insurance as outlined in Section 3.5 of the Special Conditions of the RFP Project Document. 4) Workers compensation for all employees including management fee and reimbursable positions 5) All Bond expenses (Performance Bond, Customs Bond, etc.) 6) Recruiting expenses 7) Badges and keys 8) Payroll processing expenses 9) Office equipment and Operating Supplies 10) Contractor's Office Cleaning 11) All costs for Vehicles and all other motorized equipment, including fuel, upkeep, insurance, and maintenance. 12) Staff Engagement Program 13) Record Retention Obligation (5 Years Post-Contract) 14) Radios, batteries, accessories, and chargers purchase, maintenance and replacements. 15) Cost for internet services and associated connectivity costs for Contractor provided computers and devices. 16) Costs associated with all

pre-approved training (i.e. trainer, training materials). The Aviation Authority will only reimburse for the hours to attend the training for the reimbursable positions. 17) Costs for contractors cell phones and data. 18) Cost of benefits for all management and all reimbursable positions, including but not limited to, retirement contributions, life insurance, and any other Contractor provided benefits not covered under Reimbursable Payroll and Operating Expenses in Section 3.4 and 3.5 of the RFP Project Document. 19) Health insurance premiums for the positions in the Management Fee 20) Health Insurance premiums in excess of Five Hundred Twenty Five Dollars (\$525) per month for contract year 1; Five Hundred Fifty Dollars (\$550) per month for Year 2; Five Hundred Seventy Five Dollars (\$575) per month for Year 3; Six Hundred Dollars (\$600) per month for year 4; Six Hundred Twenty Five Dollars (\$625) per month for year 5; per position for the reimbursable positions participating in the Contractor provided Health Care Plan. 21) Non-resident legal, administrative, bookkeeping, executive personnel expenses and off-site general office expenses. 22) All other costs associated with the performance of this Contract not listed in the Reimbursable Payroll and Operating Expenses in Sections 3.4 and 3.5 of the RFP Project Document.

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
Year 1	Management Fee	1	Year	\$1,315,398.57	\$1,315,398.57
Year 2	Management Fee	1	Year	\$1,354,011.32	\$1,354,011.32
Year 3	Management Fee	1	Year	\$1,393,774.19	\$1,393,774.19
Year 4	Management Fee	1	Year	\$1,434,721.55	\$1,434,721.55
Year 5	Management Fee	1	Year	\$1,476,888.81	\$1,476,888.81
<b>TOTAL</b>					<b>\$6,974,794.44</b>

#### REIMBURSABLE PAYROLL AND OPERATING EXPENSE BUDGET TERMINAL A & B LOCATION 1

Reimbursable Payroll and Operating Expense Budgets shall include all costs as outlined in Section 3.0 Compensation-Invoice and Payment for Services in the RFP project document. Contractor’s aggregate annual invoices shall not exceed the total as stated above for Years 1 through 5. It is estimated that 116 FTE reimbursable positions will be needed for the performance of this Contract. The

Aviation Authority believes that this estimate fairly describes the scope of work under ordinary circumstances; however, the number of reimbursable positions FTEs may range between 100 and 130 as actual conditions may cause the number of positions to be adjusted accordingly. The Aviation Authority shall only reimburse for the reimbursable positions requested and approved by the Aviation Authority and satisfactorily provided by the Contractor.

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
<b>Year 1 Reimbursable Payroll and Operating Expense Budget</b>					
1	Reimbursable Payroll Expense Budget	1	Year	\$5,665,300.00	\$5,665,300.00
2	Reimbursable Operating Expense Budget	1	Year	\$89,000.00	\$89,000.00
<b>Year 2 Reimbursable Payroll and Operating Expense Budget</b>					
1	Reimbursable Payroll Expense Budget	1	Year	\$5,835,800.00	\$5,835,800.00
2	Reimbursable Operating Expense Budget	1	Year	\$91,700.00	\$91,700.00
<b>Year 3 Reimbursable Payroll and Operating Expense Budget</b>					
1	Reimbursable Payroll Expense Budget	1	Year	\$6,011,400.00	\$6,011,400.00
2	Reimbursable Operating Expense Budget	1	Year	\$94,600.00	\$94,600.00
<b>Year 4 Reimbursable Payroll and Operating Expense Budget</b>					
1	Reimbursable Payroll Expense Budget	1	Year	\$6,192,300.00	\$6,192,300.00
2	Reimbursable Operating Expense Budget	1	Year	\$97,500.00	\$97,500.00
<b>Year 5 Reimbursable Payroll and Operating Expense Budget</b>					
1	Reimbursable Payroll Expense Budget	1	Year	\$6,378,600.00	\$6,378,600.00

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
2	Reimbursable Operating Expense Budget	1	Year	\$100,600.00	\$100,600.00
<b>TOTAL</b>					<b>\$30,556,800.00</b>

**MANAGEMENT FEE TERMINAL C AND TRAIN STATION LOCATION 2**

The Management Fee shall include the following: a. All payroll and associated costs for: 1) Manager. 2) Assistant Managers, 3) Administrative Staff. 4) Any other positions deemed necessary by the Contractor and not listed in the Reimbursable Payroll and Operating Expenses in Sections 3.4 and 3.5 of the RFP project document. b. The Management Fee shall also include all other expenses not listed in the Reimbursable Payroll and Operating Expenses in Section 3.4 and 3.5 of the RFP project document, including but not limited to: 1) Contractor overhead and profit 2) Sub-Contractors Management Fee 3) All required Insurance as outlined in Section 3.5 of the Special Conditions 4) Workers compensation for all employees including management fee and reimbursable positions 5) All Bond expenses (Performance Bond, Customs Bond, etc.) 6) Recruiting expenses 7) Badges and keys 8) Payroll processing expenses 9) Office equipment and Operating Supplies 10) Contractor’s Office Cleaning 11) All costs for Vehicles and all other motorized equipment, including fuel, upkeep, insurance, and maintenance. 12) Staff Engagement Program 13) Record Retention Obligation (5 Years Post-Contract) 14) Radios, batteries, accessories, and chargers purchase, maintenance and replacements. 15) Cost for internet services and associated connectivity costs for Contractor provided computers and devices. 16) Costs associated with all pre-approved training (i.e. trainer, training materials). The Aviation Authority will only reimburse for the hours to attend the training for the reimbursable positions. 17) Costs for contractors cell phones and data. 18) Cost of benefits for all management and all reimbursable positions, including but not limited to, retirement contributions, life insurance, and any other Contractor provided benefits not covered under Reimbursable Payroll and Operation Expenses in Section 3.4 and 3.5 of the RFP project document. 19) Health insurance premiums for the positions in the Management Fee 20) Health Insurance premiums in excess of Five Hundred Twenty Five Dollars (\$525) per month for contract year 1; Five Hundred Fifty Dollars (\$550) per month for Year 2; Five Hundred Seventy Five Dollars (\$575) per month for Year 3; Six Hundred Dollars (\$600) per month for year 4; Six Hundred Twenty Five Dollars (\$625) per month for year 5; per position for the reimbursable positions participating in the Contractor provided Health Care Plan. 21) Non-resident legal, administrative, bookkeeping, executive personnel expenses and off-site general office expenses. 22) All other costs associated with

the performance of this Contract not listed in the Reimbursable Payroll and Operating Expenses in Sections 3.4 and 3.5 of the RFP project document.

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
Year 1	Management Fee	1	Year	\$1,125,074.54	\$1,125,074.54
Year 2	Management Fee	1	Year	\$1,158,103.29	\$1,158,103.29
Year 3	Management Fee	1	Year	\$1,192,116.91	\$1,192,116.91
Year 4	Management Fee	1	Year	\$1,227,144.86	\$1,227,144.86
Year 5	Management Fee	1	Year	\$1,263,217.52	\$1,263,217.52
<b>TOTAL</b>					<b>\$5,965,657.12</b>

**REIMBURSABLE PAYROLL & OPERATING EXPENSE BUDGET TERMINAL C AND TRAIN STATION LOCATION 2**

Reimbursable Payroll and Operating Expense Budgets shall include all costs as outlined in Section 3.0 Compensation-Invoice and Payment Services of the RFP project document. Contractor’s aggregate annual invoices shall not exceed the total as stated above for Years 1 through 5. It is estimated that 96 FTE reimbursable positions will be needed for the performance of this Contract. The Aviation Authority believes that this estimate fairly describes the scope of work under ordinary circumstances; however, the number of reimbursable positions FTEs may range between 85 and 110 as actual conditions may cause the number of positions to be adjusted accordingly. The Aviation Authority shall only reimburse for the reimbursable positions requested and approved by the Aviation Authority and satisfactorily provided by the Contractor.

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
<b>Year 1 Reimbursable Payroll and Operating Expense Budget</b>					



Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
1	Reimbursable Payroll Expense Budget	1	Year	\$4,659,600.00	\$4,659,600.00
2	Reimbursable Operating Expense Budget	1	Year	\$80,200.00	\$80,200.00
<b>Year 2 Reimbursable Payroll and Operating Expense Budget</b>					
1	Reimbursable Payroll Expense Budget	1	Year	\$4,799,900.00	\$4,799,900.00
2	Reimbursable Operating Expense Budget	1	Year	\$82,700.00	\$82,700.00
<b>Year 3 Reimbursable Payroll and Operating Expense Budget</b>					
1	Reimbursable Payroll Expense Budget	1	Year	\$4,944,300.00	\$4,944,300.00
2	Reimbursable Operating Expense Budget	1	Year	\$85,300.00	\$85,300.00
<b>Year 4 Reimbursable Payroll and Operating Expense Budget</b>					
1	Reimbursable Payroll Expense Budget	1	Year	\$5,093,400.00	\$5,093,400.00
2	Reimbursable Operating Expense Budget	1	Year	\$87,900.00	\$87,900.00
<b>Year 5 Reimbursable Payroll and Operating Expense Budget</b>					
1	Reimbursable Payroll Expense Budget	1	Year	\$5,246,600.00	\$5,246,600.00
2	Reimbursable Operating Expense Budget	1	Year	\$90,700.00	\$90,700.00
<b>TOTAL</b>					<b>\$25,170,600.00</b>

**Conflict of Interest Disclosure Form**

The award of this Contract is subject to the provisions of Chapter 112, Florida Statutes. All Respondents must disclose within their Response the name of any officer, director, employee or agent (or their spouse or child) who is also an employee or officer of the Aviation Authority.

By submission of this Response, the undersigned certifies, under penalty of perjury, that to the best of their knowledge and belief, have met the Florida Statute.

Comments:


ABM has no knowledge of any officer, director, employee or agent who is also an employee or officer of the Aviation Authority. If ABM becomes aware that it has or may have an actual or potential conflict of interest, ABM shall promptly immediately notify the Aviation Authority in writing of the nature of such actual or potential conflict of interest.

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Acknowledged by: Brad Lurie

Firm Name: ABM Aviation, Inc.

Signature of Authorized Representative: 

Name and Title (Print or Type):  
Brad Lurie, Sr. Vice President of Sales - Aviation

Date: 02/14/2024


**Certification Regarding Prohibition Against Contracting with Scrutinized Companies**

I hereby certify that neither the undersigned entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit have been placed on the Scrutinized Companies that Boycott Israel List created pursuant to s. 215.4725 of the Florida Statutes, or are engaged in a boycott of Israel.

In addition, if this Solicitation is for a Contract for goods or services of one million dollars or more, I hereby certify that neither the undersigned entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit are on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to s. 215.473 of the Florida Statutes, or are engaged in business operations in Cuba or Syria as defined in said statute.

I understand and agree that the Aviation Authority may immediately terminate any Contract resulting from this Solicitation upon written notice if the undersigned entity (or any of those related entities of Respondent as defined above by Florida law) are found to have submitted a false certification or any of the following occur with respect to the company or a related entity: (i) it has been placed on the Scrutinized Companies that Boycott Israel List, or is engaged in a boycott of Israel, or (ii) for any Contract for goods or services of one million dollars or more, it has been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or it is found to have been engaged in business operations in Cuba or Syria.

Name of Respondent: ABM Aviation, Inc.

By:   
(Authorized Signature)

Title: Sr. VP Sales - Aviation

Date: 02/14/2024

**E-Verification Certification Form**

Effective January 1, 2021, public and private employers, contractors and subcontractors will be required to register with, and use the Employment Eligibility Verification System (E-Verify) to verify the work authorization status of all newly hired employees. The E-Verify system can be obtained at the U.S. Department of Homeland Security website: <http://www/dhs.gov/E-Verify>.

**"Contractor"** means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration (also referred to as Respondent or Contractor).

**"Subcontractor"** means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration (also referred to as Sub- Vendor or Sub-Contractor).

Vendor/Contractor/Subcontractor acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of:

- All persons employed by Vendor/Contractor/Sub-Contractor during the term of the contract, (including assigned sub-vendors/sub-contractors/sub-contractors), to perform employment duties within Florida and any work in pursuant to the contract with the Aviation Authority.

*By entering into a contract with the Aviation Authority, the Contractor/Contractor becomes obligated to comply with the provisions of Section 2. Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes, but is not limited to, utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien.*

**The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of resulting contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court of Orange County, Florida no later than 20 calendar days after the date of termination. If the resulting contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.**

**I hereby acknowledge and agree that use of the U.S. Department of Homeland Security's E-Verify System during the term of the contract is a condition of the resulting contract with the Greater Orlando Aviation Authority.**

Company Name: ABM Aviation, Inc.

Authorized Name: James Hanford Title: Vice President of Operations

Signature: [Handwritten Signature] Date 2/8/2024

.....  
State of Florida

County of Palm Beach

This instrument was acknowledged before me on February 8, 2024 (Date)

Notary Public Signature [Handwritten Signature]





Location 1 - Terminals A & B

**LETTER OF INTENT/AFFIRMATION**  
**Minority/Woman Owned Business Enterprise (MWBE)**  
*(This page shall be submitted for each MWBE Firm)*

**Respondent:** Name ABM Aviation, Inc.  
 Address 5850 T.G. Lee Blvd, Suite 145  
 City Orlando State FL Zip 32822

**MWBE Firm:** Name Kings Service Solution, LLC  
 Address [REDACTED]  
 City [REDACTED]

**MWBE Contact:** Name: [REDACTED] Phone [REDACTED]  
 Email: [REDACTED]

**MWBE Certification Agency:** GOAA Expiration Date 09/14/2024  
*Each MWBE Firm shall submit evidence (such as photocopy) of their certification status*

Scope of Work	Quantity	Rates	Total
Staffing, Customer Service	29.2%		

Year 1: \$ 1,876,135.00  
 Year 2: \$ 1,932,419.05  
 Year 3: \$ 1,990,391.62  
 Year 4: \$ 2,050,103.37  
 Year 5: \$ 2,111,606.47

Total Term Value: \$ 9,960,655.51 Percent of Total Bid: 29.2% %

**AFFIRMATION:**

The above-named MWBE Firm affirms that it will perform the portion of the Contract as describe above for the estimated dollar value as stated above.

By: [Signature] CEO 2-20-2024  
 (MWBE/Owner's Signature) (Title) (Date)

The Respondent affirms it is committed to utilizing the above named MWBE Firm for the portion of the Contract as described above for the estimated dollar value as stated above.

By: [Signature] Sr. VP of Sales - Aviation 2/23/2024  
 (Respondent's Authorized Signature) (Title) (Date)

In the event the Respondent does not receive award of the prime Contract, any and all representations in this Letter of Intent/Affirmation shall be null and void.

**Conflict of Interest Disclosure Form**

The award of this Contract is subject to the provisions of Chapter 112, Florida Statutes. All Respondents must disclose within their Response the name of any officer, director, employee or agent (or their spouse or child) who is also an employee or officer of the Aviation Authority.

By submission of this Response, the undersigned certifies, under penalty of perjury, that to the best of their knowledge and belief, have met the Florida Statute.

Comments:


ABM has no knowledge of any officer, director, employee or agent who is also an employee or officer of the Aviation Authority. If ABM becomes aware that it has or may have an actual or potential conflict of interest, ABM shall promptly immediately notify the Aviation Authority in writing of the nature of such actual or potential conflict of interest.

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Acknowledged by: Brad Lurie

Firm Name: ABM Aviation, Inc.

Signature of Authorized Representative: 

Name and Title (Print or Type):  
Brad Lurie, Sr. Vice President of Sales - Aviation

Date: 02/14/2024


**Certification Regarding Prohibition Against Contracting with Scrutinized Companies**

I hereby certify that neither the undersigned entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit have been placed on the Scrutinized Companies that Boycott Israel List created pursuant to s. 215.4725 of the Florida Statutes, or are engaged in a boycott of Israel.

In addition, if this Solicitation is for a Contract for goods or services of one million dollars or more, I hereby certify that neither the undersigned entity, nor any of its wholly owned subsidiaries, majority-owned subsidiaries, parent companies, or affiliates of such entities or business associations, that exists for the purpose of making profit are on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to s. 215.473 of the Florida Statutes, or are engaged in business operations in Cuba or Syria as defined in said statute.

I understand and agree that the Aviation Authority may immediately terminate any Contract resulting from this Solicitation upon written notice if the undersigned entity (or any of those related entities of Respondent as defined above by Florida law) are found to have submitted a false certification or any of the following occur with respect to the company or a related entity: (i) it has been placed on the Scrutinized Companies that Boycott Israel List, or is engaged in a boycott of Israel, or (ii) for any Contract for goods or services of one million dollars or more, it has been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or it is found to have been engaged in business operations in Cuba or Syria.

Name of Respondent: ABM Aviation, Inc.

By:   
(Authorized Signature)

Title: Sr. VP Sales - Aviation

Date: 02/14/2024



**E-Verification Certification Form**

Effective January 1, 2021, public and private employers, contractors and subcontractors will be required to register with, and use the Employment Eligibility Verification System (E-Verify) to verify the work authorization status of all newly hired employees. The E-Verify system can be obtained at the U.S. Department of Homeland Security website: <http://www/dhs.gov/E-Verify>.

**“Contractor”** means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration (also referred to as Respondent or Contractor).

**“Subcontractor”** means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration (also referred to as Sub- Vendor or Sub-Contractor).

Vendor/Contractor/Subcontractor acknowledges and agrees to utilize the U.S. Department of Homeland Security’s E-Verify System to verify the employment eligibility of:

- All persons employed by Vendor/Contractor/Sub-Contractor during the term of the contract, (including assigned sub-vendors/sub-contractors/sub-contractors), to perform employment duties within Florida and any work in pursuant to the contract with the Aviation Authority.

*By entering into a contract with the Aviation Authority, the Contractor/Contractor becomes obligated to comply with the provisions of Section 2. Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes, but is not limited to, utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien.*

***The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of resulting contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court of Orange County, Florida no later than 20 calendar days after the date of termination. If the resulting contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.***

***I hereby acknowledge and agree that use of the U.S. Department of Homeland Security’s E-Verify System during the term of the contract is a condition of the resulting contract with the Greater Orlando Aviation Authority.***

Company Name: ABM Aviation, Inc.

Authorized Name: James Hanford Title: Vice President of Operations

Signature: [Handwritten Signature] Date 2/8/2024

.....

State of Florida

County of Palm Beach

This instrument was acknowledged before me on February 8, 2024 (Date)

Notary Public Signature [Handwritten Signature]





Location 2 – Terminal C & Train Station

**LETTER OF INTENT/AFFIRMATION**  
**Minority/Woman Owned Business Enterprise (MWBE)**  
*(This page shall be submitted for each MWBE Firm)*

**Respondent:** Name ABM Aviation, Inc.  
 Address 5850 T.G. Lee Blvd, Suite 145  
 City Orlando State FL Zip 32822

**MWBE Firm:** Name Kings Service Solution, LLC  
 Address [REDACTED]  
 City [REDACTED]

**MWBE Contact:** Name: [REDACTED] Phone [REDACTED]  
 Email: [REDACTED]

**MWBE Certification Agency:** GOAA Expiration Date 09/14/2024  
*Each MWBE Firm shall submit evidence (such as photocopy) of their certification status*

Scope of Work	Quantity	Rates	Total
Staffing, Customer Service	30.9%		

Year 1: \$ 1,654,008.00  
 Year 2: \$ 1,703,628.24  
 Year 3: \$ 1,754,737.09  
 Year 4: \$ 1,807,379.20  
 Year 5: \$ 1,861,600.58

Total Term Value: \$ 8,781,353.10 Percent of Total Bid: 30.9 %

**AFFIRMATION:**

The above-named MWBE Firm affirms that it will perform the portion of the Contract as describe above for the estimated dollar value as stated above.

By: [Signature] CEO 2-20-2024  
 (MWBE/Owner's Signature) (Title) (Date)

The Respondent affirms it is committed to utilizing the above named MWBE Firm for the portion of the Contract as described above for the estimated dollar value as stated above.

By: [Signature] Sr. VP of Sales - Aviation 2/23/2024  
 (Respondent's Authorized Signature) (Title) (Date)

In the event the Respondent does not receive award of the prime Contract, any and all representations in this Letter of Intent/Affirmation shall be null and void.

## Detailed Staffing Plan

Our staffing approach begins with hiring the right people and retaining incumbents where appropriate. We provide elevated skills training, customer service, and safety training and offer competitive benefits and personalized career development to retain qualified team members.

Developing the most efficient staff combination for airport facilities is a complicated process. Airport size, location, use, traffic, tasks required, the time necessary to perform them, and the staff's skill sets affect staffing.

### Our proposed plan includes:

- Customer Experience Director:** is the onsite senior liaison with GOAA and works across the team to provide dedicated and focused leadership to the GOAA Customer Ambassador Team, with responsibility for safety, contract management, performance, and continuous improvement in line with the General Summary of Services, KPIs and the commitments we have made within our proposal. Our CX Director leads, supports, and develops our team so that they are inspired to give customers exceptional experiences through collaboration and creativity.
- General Manager** is responsible for driving performance, standards, and improvement within their terminal/ team and ensuring that teams are safe and supported to be successful.

### 24-163-RFP Staffing Breakdown: Terminal A & B

	Daily Hours	Weekly Hours	Annual Hours	FTE
Manager	8	40	2,080	1
Assistant Managers	8	80	4,160	2
Administrative Staff	8	40	2,080	1
<b>Total</b>				<b>4</b>
Supervisors	29	145	7,540	4
Leads	48	240	12,480	6
Ambassadors - Level 3	140	980	50,960	25
Ambassadors - Level 2	120	840	43,680	21
Ambassadors - Level 1	80	560	29,120	14
Ambassadors - Airsides	72	504	26,208	13
Ambassadors - Checkpoints	162	1,134	58,968	28
PTO Coverage				6
<b>Total</b>				<b>116</b>
<b>Total FTE</b>				<b>120</b>

## 24-163-RFP Staffing Breakdown: Terminal C & Train Station

	Daily Hours	Weekly Hours	Annual Hours	FTE
Manager	8	40	2,080	1
Assistant Managers	8	80	4,160	2
Administrative Staff	8	40	2,080	1
<b>Total</b>				<b>4</b>
Supervisor	29	145	7,540	4
Leads	48	240	12,480	6
Ambassadors - C Level 1	20	140	7280	4
Ambassadors - C Level 2	60	420	21840	11
Ambassadors - C Level 6	120	840	43680	21
Ambassadors - C Checkpoint	54	378	19656	9
Ambassadors - Airsides	80	560	29120	14
Ambassadors - Train Station	126	882	45,864	22
PTO Coverage				5
<b>Total</b>				<b>96</b>
<b>Total FTE</b>				<b>100</b>

Please see the following pages for detailed staffing charts.

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024\_Feb MCO AMBASSADOR TERMINAL A & B (Sunday - Saturday)  
 Base Data C:\Groundstar\_2023\Planning\Data\db\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:33:24  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan (different values)

**24-163-RFP STAFFING BREAKDOWN:**

**Terminal A & B**

Sheet	Shift Plan
<a href="#">ADMIN STAFF TERM A&amp;B</a>	ADMIN STAFF TERM A&B
<a href="#">AMBASSADOR AIRSIDES TERM A&amp;B</a>	AMBASSADOR AIRSIDES TERM A&B
<a href="#">AMBASSADOR CHECKPOINTS TERM A&amp;B</a>	AMBASSADOR CHECKPOINTS TERM A&B
<a href="#">AMBASSADOR L1 TERM A&amp;B</a>	AMBASSADOR L1 TERM A&B
<a href="#">AMBASSADOR L2 TERM A&amp;B</a>	AMBASSADOR L2 TERM A&B
<a href="#">AMBASSADOR L3 TERM A&amp;B</a>	AMBASSADOR L3 TERM A&B
<a href="#">ASSISTANT MANAGER TERM A&amp;B</a>	ASSISTANT MANAGER TERM A&B
<a href="#">LEAD TERM A&amp;B</a>	LEAD TERM A&B
<a href="#">MANAGER TERM A&amp;B</a>	MANAGER TERM A&B
<a href="#">SUPERVISOR TERM A&amp;B</a>	SUPERVISOR TERM A&B

	Daily Hours	Weekly Hours	Annual Hours	FTE		COVERA	GE	SHIFTS	OFF
Manager	8	40	2,080	1	0				
Assistant Managers	8	80	4,160	2	0				
Administrative Staff	8	40	2,080	1	0				
				<b>4</b>					
Supervisors	29	145	7,540	4	1	0400-0100	0400-1230,	1200-1700,	1630-0100
Leads	48	240	12,480	6	1	0400-0100	0400-1230,	1200-1700,	1630-0100
Ambassadors - Level 3	140	980	50,960	25	6	0400-0100	0400-1230,	1200-1700,	1630-0100
Ambassadors - Level 2	120	840	43,680	21	5	0400-0100	0400-1230,	1200-1700,	1630-0100
Ambassadors - Level 1	80	560	29,120	14	3	0400-0100	0400-1230,	1200-1700,	1630-0100
Ambassadors - Airsides	72	504	26,208	13	3	0400-0100	0400-1230,	1200-1700,	1630-0100
Ambassadors - Checkpoints	162	1,134	58,968	28	7	0400-2100	0400-1230,	1200-1700,	1630-2100
PTO Coverage				6					
				<b>116</b>					
<b>Total FTE</b>				<b>120</b>					

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024\_Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\db\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:33:24  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan ADMIN STAFF TERM A&B

Shift plan ADMIN STAFF TERM A&B  
 Resource Type ADMIN STAFF

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	ADMIN_STAFF
Number Lines	1	1	0	100.00	0.00	1
Number Staff	1	1	0	100.00	0.00	1
Different Shift Start Times	1	1	0	100.00	0.00	1
Different Shift End Times	1	1	0	100.00	0.00	1
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	1.00	1.00	0.00	100.00	0.00	1.00
Productivity Index	0.94					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0900-1730	5	1	1	1	1	1	1	1
Sum	1	5	1	1	1	1	1	1	1

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1 X	0900-1730	0900-1730	0900-1730	0900-1730	0900-1730	0900-1730 X		40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	0	1	1	1	1	1	0	0	5
Day	0	1	1	1	1	1	0	0	5
Evening	0	0	0	0	0	0	0	0	0
Night	0	0	0	0	0	0	0	0	0
Days Off	1	0	0	0	0	0	0	1	2
Unallocated	0	0	0	0	0	0	0	0	0

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:33:24  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan AMBASSADOR AIRSIDES TERM A&B

**Shift plan** AMBASSADOR AIRSIDES TERM A&B  
**Resource Type** AMBASSADOR AIRSIDE

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	AMBASSADOR
Number Lines	13	13	0	100.00	0.00	13
Number Staff	13	13	0	100.00	0.00	13
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	13.00	13.00	0.00	100.00	0.00	13.00
Productivity Index	0.83					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	20	3	3	3	3	3	2	3
No. of shifts	0800-1630	10	1	1	1	2	2	2	1
No. of shifts	1230-2100	15	3	3	2	2	1	1	3
No. of shifts	1630-0100	20	2	3	3	3	3	3	3
<b>Sum</b>	<b>13</b>	<b>65</b>	<b>9</b>	<b>10</b>	<b>9</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>10</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	X	40.00	2
2	X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
3	0400-1230	0400-1230	X	X	0400-1230	0400-1230	0400-1230	40.00	2
4	0400-1230	0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
5	X	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	X	40.00	2
6	0800-1630	X	X	0800-1630	0800-1630	0800-1630	0800-1630	40.00	2
7	1230-2100	1230-2100	X	X	1230-2100	1230-2100	1230-2100	40.00	2
8	1230-2100	1230-2100	1230-2100	1230-2100	X	X	1230-2100	40.00	2
9	1230-2100	1230-2100	1230-2100	1230-2100	X	X	1230-2100	40.00	2
10	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	40.00	2
11	X	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
12	1630-0100	1630-0100	X	X	1630-0100	1630-0100	1630-0100	40.00	2
13	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sum
ALL	9	10	9	10	9	8	10	65
Day	4	4	3	4	3	3	4	25
Evening	2	3	3	3	3	3	3	20
Night	3	3	3	3	3	2	3	20
Days Off	4	3	4	3	4	5	3	26
Unallocated	0	0	0	0	0	0	0	0



Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:33:24  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan AMBASSADOR L1 TERM A&B

**Shift plan** AMBASSADOR L1 TERM A&B  
**Resource Type** AMBASSADOR L1

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	AMBASSADOR
Number Lines	14	14	0	100.00	0.00	14
Number Staff	14	14	0	100.00	0.00	14
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	14.00	14.00	0.00	100.00	0.00	14.00
Productivity Index	0.78					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	25	3	3	5	4	4	3	3
No. of shifts	0800-1630	10	2	2	2	1	1	1	1
No. of shifts	1230-2100	15	3	1	1	2	2	3	3
No. of shifts	1630-0100	20	2	3	3	3	3	3	3
<b>Sum</b>	<b>14</b>	<b>70</b>	<b>10</b>	<b>9</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	X	40.00	2
2	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	X	40.00	2
3	X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
4	X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
5	0400-1230	0400-1230	0400-1230	X	X	0400-1230	0400-1230	40.00	2
6	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	X	X	40.00	2
7	0800-1630	0800-1630	0800-1630	X	X	0800-1630	0800-1630	40.00	2
8	1230-2100	X	X	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
9	1230-2100	X	X	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
10	1230-2100	1230-2100	1230-2100	X	X	1230-2100	1230-2100	40.00	2
11	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	40.00	2
12	X	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
13	1630-0100	1630-0100	X	X	1630-0100	1630-0100	1630-0100	40.00	2
14	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	10	9	11	10	10	10	10	70	
Day	5	3	3	3	3	3	4	25	
Evening	2	3	3	3	3	3	3	20	
Night	3	3	5	4	4	3	3	25	
Days Off	4	5	3	4	4	4	4	28	
Unallocated	0	0	0	0	0	0	0	0	0



Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:33:24  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan AMBASSADOR L2 TERM A&B

Shift plan AMBASSADOR L2 TERM A&B  
 Resource Type AMBASSADOR L2

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	AMBASSADOR
Number Lines	21	21	0	100.00	0.00	21
Number Staff	21	21	0	100.00	0.00	21
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	21.00	21.00	0.00	100.00	0.00	21.00
Productivity Index	0.88					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	35	5	5	5	5	5	5	5
No. of shifts	0800-1630	10	1	1	1	2	2	2	1
No. of shifts	1230-2100	25	4	4	4	3	3	3	4
No. of shifts	1630-0100	35	5	5	5	5	5	5	5
<b>Sum</b>	<b>21</b>	<b>105</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	X	40.00	2
2	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	40.00	2
3	X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
4	0400-1230	X	X	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
5	0400-1230	0400-1230	X	X	0400-1230	0400-1230	0400-1230	40.00	2
6	0400-1230	0400-1230	0400-1230	X	X	0400-1230	0400-1230	40.00	2
7	0400-1230	0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
8	X	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	X	40.00	2
9	0800-1630	X	X	0800-1630	0800-1630	0800-1630	0800-1630	40.00	2
10	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	X	X	40.00	2
11	X	X	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
12	1230-2100	1230-2100	X	X	1230-2100	1230-2100	1230-2100	40.00	2
13	1230-2100	1230-2100	1230-2100	X	X	1230-2100	1230-2100	40.00	2
14	1230-2100	1230-2100	1230-2100	1230-2100	X	X	1230-2100	40.00	2
15	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	X	40.00	2
16	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	40.00	2
17	X	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
18	1630-0100	X	X	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
19	1630-0100	1630-0100	X	X	1630-0100	1630-0100	1630-0100	40.00	2
20	1630-0100	1630-0100	1630-0100	X	X	1630-0100	1630-0100	40.00	2
21	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sum
ALL	15	15	15	15	15	15	15	105
Day	5	5	5	5	5	5	5	35
Evening	5	5	5	5	5	5	5	35
Night	5	5	5	5	5	5	5	35
Days Off	6	6	6	6	6	6	6	42
Unallocated	0	0	0	0	0	0	0	0

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\db\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:33:24  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan AMBASSADOR L3 TERM A&B

**Shift plan** AMBASSADOR L3 TERM A&B  
**Resource Type** AMBASSADOR L3

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	AMBASSADOR
Number Lines	25	25	0	100.00	0.00	25
Number Staff	25	25	0	100.00	0.00	25
Different Shift Start Times	5	5	0	100.00	0.00	5
Different Shift End Times	5	5	0	100.00	0.00	5
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	25.00	25.00	0.00	100.00	0.00	25.00
Productivity Index	0.87					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	40	5	6	5	6	6	6	6
No. of shifts	0500-1330	5	1	1	1	1	1		
No. of shifts	0800-1630	10	2	2	2			2	2
No. of shifts	1230-2100	30	4	3	4	5	6	4	4
No. of shifts	1630-0100	40	6	6	5	6	6	6	5
<b>Sum</b>		<b>25</b>	<b>125</b>	<b>18</b>	<b>18</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>18</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1 X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	40.00	2
2 X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	40.00	2
3 X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
4	0400-1230	X	X	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
5	0400-1230	0400-1230	X	X	0400-1230	0400-1230	0400-1230	40.00	2
6	0400-1230	0400-1230	X	X	0400-1230	0400-1230	0400-1230	40.00	2
7	0400-1230	0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
8	0400-1230	0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
9	0500-1330	0500-1330	0500-1330	0500-1330	0500-1330	X	X	40.00	2
10	0800-1630	0800-1630	0800-1630	X	X	0800-1630	0800-1630	40.00	2
11	0800-1630	0800-1630	0800-1630	X	X	0800-1630	0800-1630	40.00	2
12	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	X	X	40.00	2
13	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	X	X	40.00	2
14	X	X	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
15	X	X	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
16	1230-2100	X	X	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
17	1230-2100	1230-2100	X	X	1230-2100	1230-2100	1230-2100	40.00	2
18	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	X	40.00	2
19	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
20	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	40.00	2
21	1630-0100	X	X	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
22	1630-0100	X	X	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
23	1630-0100	1630-0100	X	X	1630-0100	1630-0100	1630-0100	40.00	2
24	1630-0100	1630-0100	1630-0100	X	X	1630-0100	1630-0100	40.00	2
25	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sum	17	125
ALL	18	18	17
Day	6	5	6
Evening	6	6	5
Night	6	7	6
Days Off	7	7	8
Unallocated	0	0	0

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\db\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:33:24  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan ASSISTANT MANAGER TERM A&B

**Shift plan** ASSISTANT MANAGER TERM A&B  
**Resource Type** ASSISTANT MANAGER

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	ASSISTANT_MANGER
Number Lines	2	2	0	100.00	0.00	2
Number Staff	2	2	0	100.00	0.00	2
Different Shift Start Times	1	1	0	100.00	0.00	1
Different Shift End Times	1	1	0	100.00	0.00	1
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	2.00	2.00	0.00	100.00	0.00	2.00
Productivity Index	1.00					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	1200-2030	10	1	1	2	2	2	1	1
Sum	2	10	1	1	2	2	2	1	1

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1	1200-2030	1200-2030	1200-2030	1200-2030	1200-2030	X	X	40.00	2
2	X	X	1200-2030	1200-2030	1200-2030	1200-2030	1200-2030	40.00	2
								40.00	2.00

	Sum							
ALL	1	1	2	2	2	1	1	10
Day	1	1	2	2	2	1	1	10
Evening	0	0	0	0	0	0	0	0
Night	0	0	0	0	0	0	0	0
Days Off	1	1	0	0	0	1	1	4
Unallocated	0	0	0	0	0	0	0	0

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:33:24  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan LEAD TERM A&B

**Shift plan** LEAD TERM A&B  
**Resource Type** LEAD

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	LEAD
Number Lines	6	6	0	100.00	0.00	6
Number Staff	6	6	0	100.00	0.00	6
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	6.00	6.00	0.00	100.00	0.00	6.00
Productivity Index	0.61					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	10	1	1	2	2	2	1	1
No. of shifts	0800-1630	5	1	1	1			1	1
No. of shifts	1230-2100	5		1	1	1	1	1	
No. of shifts	1630-0100	10	2	2	1	1	1	1	2
<b>Sum</b>	<b>6</b>	<b>30</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1 0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	X	40.00	2
2 X	X		0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
3 0800-1630	0800-1630	0800-1630	0800-1630	X	X	0800-1630	0800-1630	40.00	2
4 X	X	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	X	40.00	2
5 1630-0100	1630-0100	X	X		1630-0100	1630-0100	1630-0100	40.00	2
6 1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	4	5	5	4	4	4	4	4	30
Day	1	2	2	1	1	2	1	1	10
Evening	2	2	1	1	1	1	2	2	10
Night	1	1	2	2	2	1	1	1	10
Days Off	2	1	1	2	2	2	2	2	12
Unallocated	0	0	0	0	0	0	0	0	0

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024\_Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\db\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:33:24  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan MANAGER TERM A&B

Shift plan MANAGER TERM A&B  
 Resource Type MANAGER

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	MANAGER
Number Lines	1	1	0	100.00	0.00	1
Number Staff	1	1	0	100.00	0.00	1
Different Shift Start Times	1	1	0	100.00	0.00	1
Different Shift End Times	1	1	0	100.00	0.00	1
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	1.00	1.00	0.00	100.00	0.00	1.00
Productivity Index	0.80					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	1630-0100	5	1	1	1	1			1
Sum	1	5	1	1	1	1			1

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1 1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	1	1	1	1	0	0	1	5	
Day	0	0	0	0	0	0	0	0	
Evening	1	1	1	1	0	0	1	5	
Night	0	0	0	0	0	0	0	0	
Days Off	0	0	0	0	1	1	0	2	
Unallocated	0	0	0	0	0	0	0	0	

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:33:24  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan SUPERVISOR TERM A&B

**Shift plan** SUPERVISOR TERM A&B  
**Resource Type** SUPERVISOR

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	SUPERVISOR
Number Lines	4	4	0	100.00	0.00	4
Number Staff	4	4	0	100.00	0.00	4
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	4.00	4.00	0.00	100.00	0.00	4.00
Productivity Index	0.81					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	5	1	1	1	1			1
No. of shifts	0800-1630	5	1			1	1	1	1
No. of shifts	1330-2200	5		1	1	1	1	1	
No. of shifts	1630-0100	5	1	1	1	1			1
<b>Sum</b>	<b>4</b>	<b>20</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>3</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1 0400-1230		0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
2 0800-1630	X		X	0800-1630	0800-1630	0800-1630	0800-1630	40.00	2
3 X		1330-2200	1330-2200	1330-2200	1330-2200	1330-2200	X	40.00	2
4 1630-0100		1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	3	3	3	4	2	2	3	20	
Day	1	1	1	2	2	2	1	10	
Evening	1	1	1	1	0	0	1	5	
Night	1	1	1	1	0	0	1	5	
Days Off	1	1	1	0	2	2	1	8	
Unallocated	0	0	0	0	0	0	0	0	

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSADOR TERMINAL C (Sunday - Saturday)  
 Base Data C:\Groundstar\_2023\Planning\Data\dl\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None

Shift Plan (different values)

Sheet	Shift Plan
<a href="#">ADMIN STAFF TERM C</a>	ADMIN STAFF TERM C
<a href="#">AMBASSADOR AIRSIDES TERM C</a>	AMBASSADOR AIRSIDES TERM C
<a href="#">AMBASSADOR CHECKPOINTS TERM C</a>	AMBASSADOR CHECKPOINTS TERM C
<a href="#">AMBASSADOR L1 TERM C</a>	AMBASSADOR L1 TERM C
<a href="#">AMBASSADOR L2 TERM C</a>	AMBASSADOR L2 TERM C
<a href="#">AMBASSADOR L6 TERM C</a>	AMBASSADOR L6 TERM C
<a href="#">AMBASSADOR TRAIN STATION TERM C</a>	AMBASSADOR TRAIN STATION TERM C
<a href="#">ASSISTANT MANAGER TERM C</a>	ASSISTANT MANAGER TERM C
<a href="#">LEAD TERM C</a>	LEAD TERM C
<a href="#">MANAGER TERM C</a>	MANAGER TERM C
<a href="#">SUPERVISOR TERM C</a>	SUPERVISOR TERM C

**24-163-RFP STAFFING BREAKDOWN:  
Terminal C & Train Station**

	Daily Hours	Weekly Hours	Annual Hours	FTE		COVERA	GE	SHIFTS	OFF
Manager	8	40	2,080	1	0	1630-0100	1630-0100		
Assistant Manager	8	80	4,160	2	0	0400-2030	0400-1230,	tue, wed & wed, thu	
Admin	8	40	2,080	1	0	0900-1700	0900-1700		
				4					
Supervisor	29	145	7,540	4	1	0400-0100	0400-1230,	1200-1700,	1630-0100
Leads	48	240	12,480	6	1	0400-0100	0400-1230,	1200-1700,	1630-0100
Ambassadors	20	140	7280	4	1	0400-0100	0400-1230,	1200-1700,	1630-0100
Ambassadors	60	420	21840	11	3	0400-0100	0400-1230,	1200-1700,	1630-0100
Ambassadors	120	840	43680	21	5	0400-0100	0400-1230,	1200-1700,	1630-0100
Ambassadors	54	378	19656	9	2	0400-2100	0400-1230,	1200-1700,	1630-0100
Ambassadors	80	560	29120	14	3	0400-0100	0400-1230,	1200-1700,	1630-0100
Ambassadors	126	882	45,864	22	5	0400-0100	0400-1230,	1200-1700,	1630-0100
PTO									
Coverage				5					
				96					
<b>Total FTE</b>				<b>100</b>					

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024\_Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\db\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan ADMIN STAFF TERM C

Shift plan ADMIN STAFF TERM C  
 Resource Type ADMIN STAFF

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	ADMIN_STAFF
Number Lines	1	1	0	100.00	0.00	1
Number Staff	1	1	0	100.00	0.00	1
Different Shift Start Times	1	1	0	100.00	0.00	1
Different Shift End Times	1	1	0	100.00	0.00	1
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	1.00	1.00	0.00	100.00	0.00	1.00
Productivity Index	0.94					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0900-1730	5	1	1	1	1	1	1	1
Sum	1	5	1	1	1	1	1	1	1

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1 X	0900-1730	0900-1730	0900-1730	0900-1730	0900-1730	0900-1730 X		40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	0	1	1	1	1	1	0	0	5
Day	0	1	1	1	1	1	0	0	5
Evening	0	0	0	0	0	0	0	0	0
Night	0	0	0	0	0	0	0	0	0
Days Off	1	0	0	0	0	0	0	1	2
Unallocated	0	0	0	0	0	0	0	0	0



Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan AMBASSADOR AIRSIDES TERM C

**Shift plan** AMBASSADOR AIRSIDES TERM C  
**Resource Type** AMBASSADOR AIRSIDE

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	AMBASSADOR
Number Lines	14	14	0	100.00	0.00	14
Number Staff	14	14	0	100.00	0.00	14
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	14.00	14.00	0.00	100.00	0.00	14.00
Productivity Index	0.78					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	25	3	3	5	4	4	3	3
No. of shifts	0800-1630	10	2	2	2	1	1	1	1
No. of shifts	1230-2100	15	3	1	1	2	2	3	3
No. of shifts	1630-0100	20	2	3	3	3	3	3	3
<b>Sum</b>	<b>14</b>	<b>70</b>	<b>10</b>	<b>9</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	X	40.00	2
2	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	X	40.00	2
3	X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
4	X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
5	0400-1230	0400-1230	0400-1230	X	X	0400-1230	0400-1230	40.00	2
6	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	X	X	40.00	2
7	0800-1630	0800-1630	0800-1630	X	X	0800-1630	0800-1630	40.00	2
8	1230-2100	X	X	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
9	1230-2100	X	X	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
10	1230-2100	1230-2100	1230-2100	X	X	1230-2100	1230-2100	40.00	2
11	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	40.00	2
12	X	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
13	1630-0100	1630-0100	X	X	1630-0100	1630-0100	1630-0100	40.00	2
14	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	10	9	11	10	10	10	10	10	70
Day	5	3	3	3	3	3	4	4	25
Evening	2	3	3	3	3	3	3	3	20
Night	3	3	5	4	4	3	3	3	25
Days Off	4	5	3	4	4	4	4	4	28
Unallocated	0	0	0	0	0	0	0	0	0

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan AMBASSADOR CHECKPOINTS TERM C

**Shift plan** AMBASSADOR CHECKPOINTS TERM C  
**Resource Type** AMBASSADOR CHECKPOINT

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	AMBASSADOR
Number Lines	9	9	0	100.00	0.00	9
Number Staff	9	9	0	100.00	0.00	9
Different Shift Start Times	5	5	0	100.00	0.00	5
Different Shift End Times	5	5	0	100.00	0.00	5
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	9.00	9.00	0.00	100.00	0.00	9.00
Productivity Index	0.66					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	15	2	2	2	2	2	2	3
No. of shifts	0630-1500	10	1	1	2	1	1	2	2
No. of shifts	1200-2030	5		1	1	1	1	1	
No. of shifts	1230-2100	10	2	2	2	1		1	2
No. of shifts	1330-2200	5	1			1	1	1	1
<b>Sum</b>	<b>9</b>	<b>45</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>5</b>	<b>7</b>	<b>8</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1	X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
2	0400-1230	0400-1230	X	X	0400-1230	0400-1230	0400-1230	40.00	2
3	0400-1230	0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
4	X	X	0630-1500	0630-1500	0630-1500	0630-1500	0630-1500	40.00	2
5	0630-1500	0630-1500	0630-1500	X	X	0630-1500	0630-1500	40.00	2
6	X	1200-2030	1200-2030	1200-2030	1200-2030	1200-2030	X	40.00	2
7	1230-2100	1230-2100	1230-2100	X	X	1230-2100	1230-2100	40.00	2
8	1230-2100	1230-2100	1230-2100	1230-2100	X	X	1230-2100	40.00	2
9	1330-2200	X	X	1330-2200	1330-2200	1330-2200	1330-2200	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sum
ALL	6	6	7	6	5	7	8	45
Day	4	4	5	4	3	5	5	30
Evening	0	0	0	0	0	0	0	0
Night	2	2	2	2	2	2	3	15
Days Off	3	3	2	3	4	2	1	18
Unallocated	0	0	0	0	0	0	0	0

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan AMBASSADOR L1 TERM C

Shift plan AMBASSADOR L1 TERM C  
 Resource Type AMBASSADOR L1

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	AMBASSADOR
Number Lines	4	4	0	100.00	0.00	4
Number Staff	4	4	0	100.00	0.00	4
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	4.00	4.00	0.00	100.00	0.00	4.00
Productivity Index	0.81					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	5	1	1	1	1			1
No. of shifts	0800-1630	5	1			1	1	1	1
No. of shifts	1330-2200	5		1	1	1	1	1	
No. of shifts	1630-0100	5	1	1	1	1			1
Sum		4	20	3	3	3	4	2	2

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1 0400-1230		0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
2 0800-1630	X		X	0800-1630	0800-1630	0800-1630	0800-1630	40.00	2
3 X		1330-2200	1330-2200	1330-2200	1330-2200	1330-2200	X	40.00	2
4 1630-0100		1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	3	3	3	4	2	2	3	20	
Day	1	1	1	2	2	2	1	10	
Evening	1	1	1	1	0	0	1	5	
Night	1	1	1	1	0	0	1	5	
Days Off	1	1	1	0	2	2	1	8	
Unallocated	0	0	0	0	0	0	0	0	

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan AMBASSADOR L2 TERM C

Shift plan AMBASSADOR L2 TERM C  
 Resource Type AMBASSADOR L2

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	AMBASSADOR
Number Lines	11	11	0	100.00	0.00	11
Number Staff	11	11	0	100.00	0.00	11
Different Shift Start Times	6	6	0	100.00	0.00	6
Different Shift End Times	6	6	0	100.00	0.00	6
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	11.00	11.00	0.00	100.00	0.00	11.00
Productivity Index	0.92					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	15	2	2	2	2	2	2	3
No. of shifts	0500-1330	5		1	1	1	1	1	
No. of shifts	0800-1630	10	2	1	1	1	1	2	2
No. of shifts	1230-2100	5	1	1	1	1	1		
No. of shifts	1330-2200	5		1	1	1	1	1	
No. of shifts	1630-0100	15	3	2	2	2	1	2	3
<b>Sum</b>	<b>11</b>	<b>55</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>8</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1	X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
2	0400-1230	0400-1230	X	X	0400-1230	0400-1230	0400-1230	40.00	2
3	0400-1230	0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
4	X	0500-1330	0500-1330	0500-1330	0500-1330	0500-1330	X	40.00	2
5	0800-1630	X	X	0800-1630	0800-1630	0800-1630	0800-1630	40.00	2
6	0800-1630	0800-1630	0800-1630	X	X	0800-1630	0800-1630	40.00	2
7	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	X	X	40.00	2
8	X	1330-2200	1330-2200	1330-2200	1330-2200	1330-2200	X	40.00	2
9	1630-0100	X	X	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
10	1630-0100	1630-0100	1630-0100	X	X	1630-0100	1630-0100	40.00	2
11	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	8	8	8	8	7	8	8	8	55
Day	3	3	3	3	3	3	3	2	20
Evening	3	2	2	2	1	2	3	3	15
Night	2	3	3	3	3	3	3	3	20
Days Off	3	3	3	3	4	3	3	3	22
Unallocated	0	0	0	0	0	0	0	0	0

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan AMBASSADOR L6 TERM C

Shift plan AMBASSADOR L6 TERM C  
 Resource Type AMBASSADOR L6

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	AMBASSADOR
Number Lines	21	21	0	100.00	0.00	21
Number Staff	21	21	0	100.00	0.00	21
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	21.00	21.00	0.00	100.00	0.00	21.00
Productivity Index	0.88					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	35	5	5	5	5	5	5	5
No. of shifts	0800-1630	10	1	1	1	2	2	2	1
No. of shifts	1230-2100	25	4	4	4	3	3	3	4
No. of shifts	1630-0100	35	5	5	5	5	5	5	5
<b>Sum</b>	<b>21</b>	<b>105</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	X	40.00	2
2	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	40.00	2
3	X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
4	0400-1230	X	X	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
5	0400-1230	0400-1230	X	X	0400-1230	0400-1230	0400-1230	40.00	2
6	0400-1230	0400-1230	0400-1230	X	X	0400-1230	0400-1230	40.00	2
7	0400-1230	0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
8	X	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	X	40.00	2
9	0800-1630	X	X	0800-1630	0800-1630	0800-1630	0800-1630	40.00	2
10	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	X	X	40.00	2
11	X	X	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
12	1230-2100	1230-2100	X	X	1230-2100	1230-2100	1230-2100	40.00	2
13	1230-2100	1230-2100	1230-2100	X	X	1230-2100	1230-2100	40.00	2
14	1230-2100	1230-2100	1230-2100	1230-2100	X	X	1230-2100	40.00	2
15	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	X	40.00	2
16	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	40.00	2
17	X	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
18	1630-0100	X	X	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
19	1630-0100	1630-0100	X	X	1630-0100	1630-0100	1630-0100	40.00	2
20	1630-0100	1630-0100	1630-0100	X	X	1630-0100	1630-0100	40.00	2
21	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sum	15	105
ALL	15	15	15
Day	5	5	5
Evening	5	5	5
Night	5	5	5
Days Off	6	6	6
Unallocated	0	0	0

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan AMBASSADOR TRAIN STATION TERM C

**Shift plan** AMBASSADOR TRAIN STATION TERM C  
**Resource Type** AMBASSADOR TRAIN STATION

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	AMBASSADOR
Number Lines	22	22	0	100.00	0.00	22
Number Staff	22	22	0	100.00	0.00	22
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	22.00	22.00	0.00	100.00	0.00	22.00
Productivity Index	0.84					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	40	6	6	6	5	5	6	6
No. of shifts	0800-1630	10	1	2	2	1	1	2	1
No. of shifts	1230-2100	25	4	3	3	4	4	3	4
No. of shifts	1630-0100	35	5	5	5	5	5	5	5
<b>Sum</b>	<b>22</b>	<b>110</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>16</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	X	40.00	2
2	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	40.00	2
3	X	X	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
4	0400-1230	X	X	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
5	0400-1230	0400-1230	X	X	0400-1230	0400-1230	0400-1230	40.00	2
6	0400-1230	0400-1230	0400-1230	X	X	0400-1230	0400-1230	40.00	2
7	0400-1230	0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
8	X	0800-1630	0800-1630	0800-1630	0800-1630	0800-1630	X	40.00	2
9	0800-1630	0800-1630	0800-1630	X	X	0800-1630	0800-1630	40.00	2
10	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	X	X	40.00	2
11	X	X	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
12	1230-2100	X	X	1230-2100	1230-2100	1230-2100	1230-2100	40.00	2
13	1230-2100	1230-2100	X	X	1230-2100	1230-2100	1230-2100	40.00	2
14	1230-2100	1230-2100	1230-2100	1230-2100	X	X	1230-2100	40.00	2
15	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	X	40.00	2
16	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
17	X	X	1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
18	1630-0100	X	X	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
19	1630-0100	1630-0100	X	X	1630-0100	1630-0100	1630-0100	40.00	2
20	1630-0100	1630-0100	1630-0100	X	X	1630-0100	1630-0100	40.00	2
21	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
22	0400-1230	0400-1230	0400-1230	X	X	0400-1230	0400-1230	40.00	2
<b>Sum</b>								<b>40.00</b>	<b>2.00</b>

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	16	16	16	15	15	16	16	110	
Day	5	5	5	5	5	5	5	35	
Evening	5	5	5	5	5	5	5	35	
Night	6	6	6	5	5	6	6	40	
Days Off	6	6	6	7	7	6	6	44	
Unallocated	0	0	0	0	0	0	0	0	

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan ASSISTANT MANAGER TERM C

**Shift plan** ASSISTANT MANAGER TERM C  
**Resource Type** ASSISTANT MANAGER

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	ASSISTANT_MANGER
Number Lines	2	2	0	100.00	0.00	2
Number Staff	2	2	0	100.00	0.00	2
Different Shift Start Times	1	1	0	100.00	0.00	1
Different Shift End Times	1	1	0	100.00	0.00	1
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	2.00	2.00	0.00	100.00	0.00	2.00
Productivity Index	1.00					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	1200-2030	10	1	1	2	2	2	1	1
Sum	2	10	1	1	2	2	2	1	1

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1	1200-2030	1200-2030	1200-2030	1200-2030	1200-2030	X	X	40.00	2
2	X	X	1200-2030	1200-2030	1200-2030	1200-2030	1200-2030	40.00	2
								40.00	2.00

	Sum							
ALL	1	1	2	2	2	1	1	10
Day	1	1	2	2	2	1	1	10
Evening	0	0	0	0	0	0	0	0
Night	0	0	0	0	0	0	0	0
Days Off	1	1	0	0	0	1	1	4
Unallocated	0	0	0	0	0	0	0	0

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan LEAD TERM C

**Shift plan** LEAD TERM C  
**Resource Type** LEAD

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	LEAD
Number Lines	6	6	0	100.00	0.00	6
Number Staff	6	6	0	100.00	0.00	6
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	6.00	6.00	0.00	100.00	0.00	6.00
Productivity Index	0.61					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	10	1	1	2	2	2	1	1
No. of shifts	0800-1630	5	1	1	1			1	1
No. of shifts	1230-2100	5		1	1	1	1	1	
No. of shifts	1630-0100	10	2	2	1	1	1	1	2
<b>Sum</b>	<b>6</b>	<b>30</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1 0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	X	X	40.00	2
2 X	X		0400-1230	0400-1230	0400-1230	0400-1230	0400-1230	40.00	2
3 0800-1630	0800-1630	0800-1630	0800-1630	X	X	0800-1630	0800-1630	40.00	2
4 X	X	1230-2100	1230-2100	1230-2100	1230-2100	1230-2100	X	40.00	2
5 1630-0100	1630-0100	X	X	1630-0100	1630-0100	1630-0100	1630-0100	40.00	2
6 1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	4	5	5	4	4	4	4	4	30
Day	1	2	2	1	1	2	1	1	10
Evening	2	2	1	1	1	1	2	2	10
Night	1	1	2	2	2	1	1	1	10
Days Off	2	1	1	2	2	2	2	2	12
Unallocated	0	0	0	0	0	0	0	0	0



Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024\_Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\db\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan MANAGER TERM C

Shift plan MANAGER TERM C  
 Resource Type MANAGER

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	MANAGER
Number Lines	1	1	0	100.00	0.00	1
Number Staff	1	1	0	100.00	0.00	1
Different Shift Start Times	1	1	0	100.00	0.00	1
Different Shift End Times	1	1	0	100.00	0.00	1
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	1.00	1.00	0.00	100.00	0.00	1.00
Productivity Index	0.80					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	1630-0100	5	1	1	1	1			1
Sum	1	5	1	1	1	1			1

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1 1630-0100	1630-0100	1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	1	1	1	1	0	0	1	5	
Day	0	0	0	0	0	0	0	0	
Evening	1	1	1	1	0	0	1	5	
Night	0	0	0	0	0	0	0	0	
Days Off	0	0	0	0	1	1	0	2	
Unallocated	0	0	0	0	0	0	0	0	

Version GS Planning Staff & Equipment 2022 (22.1.82565) x64  
 Scenario C:\Groundstar\_2023\Planning\Data\PC\_Scenario\AIRPORT\MCO\2024\AMBASSADOR\02\_Feb\2024 Feb MCO AMBASSAD  
 Base Data C:\Groundstar\_2023\Planning\Data\DL\MCO.mdb  
 User erst6222  
 Export Date 2024-02-26 12:18:00  
 Flight Schedules  
 Flight Default Load Data  
 Flight Adjustment Load Data  
 Report settings C:\Groundstar\_2023\Planning\Data\Misc\reports\SHIFT REPORT\Shift\_ByHour.srs  
 Selection None  
 Shift Plan SUPERVISOR TERM C

**Shift plan** SUPERVISOR TERM C  
**Resource Type** SUPERVISOR

Shift Plan Key Figures

Summary of All Shift Patterns

	Total	Full Time	Part Time	% (FT/TTL)	% (PT/TTL)	SUPERVISOR
Number Lines	4	4	0	100.00	0.00	4
Number Staff	4	4	0	100.00	0.00	4
Different Shift Start Times	4	4	0	100.00	0.00	4
Different Shift End Times	4	4	0	100.00	0.00	4
Avg. Weekly Shifts	5.00	5.00	0.00	100.00	0.00	5.00
Avg. Weekly Work Hours	40.00	40.00	0.00	100.00	0.00	40.00
FTE Net	4.00	4.00	0.00	100.00	0.00	4.00
Productivity Index	0.81					

Attributes/Key Figures	Grouped by	Sunday - Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of shifts	Shift Type Code								
No. of shifts	0400-1230	5	1	1	1	1			1
No. of shifts	0800-1630	5	1			1	1	1	1
No. of shifts	1330-2200	5		1	1	1	1	1	
No. of shifts	1630-0100	5	1	1	1	1			1
<b>Sum</b>	<b>4</b>	<b>20</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>3</b>

Line	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
1 0400-1230		0400-1230	0400-1230	0400-1230	X	X	0400-1230	40.00	2
2 0800-1630	X		X	0800-1630	0800-1630	0800-1630	0800-1630	40.00	2
3 X		1330-2200	1330-2200	1330-2200	1330-2200	1330-2200	X	40.00	2
4 1630-0100		1630-0100	1630-0100	1630-0100	X	X	1630-0100	40.00	2
								40.00	2.00

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Hours	Days Off
ALL	3	3	3	4	2	2	3	20	
Day	1	1	1	2	2	2	1	10	
Evening	1	1	1	1	0	0	1	5	
Night	1	1	1	1	0	0	1	5	
Days Off	1	1	1	0	2	2	1	8	
Unallocated	0	0	0	0	0	0	0	0	

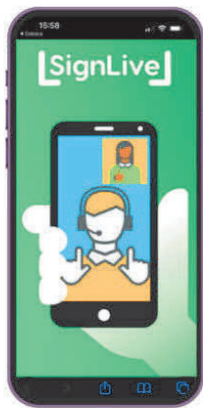
# Innovative Solutions

## WorkLife

The customizable WorkLife software from Ethos Farms gives team managers and supervisors access to a back-of-house portal where they can update information, issue briefing documents, and ensure staff can access service standards and training information. WorkLife allows staff to record and report service impactors throughout their shift, such as faulty flight information screens or overflowing trash. These records prompt quicker resolutions and provide trends and information to drive enhanced service levels from partner organizations. Employees are the eyes and ears of your operation. Capturing their feedback in the moment is essential.



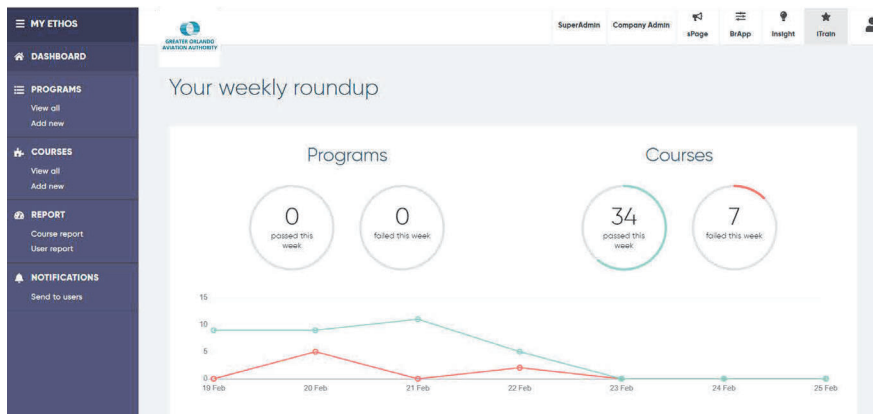
Equipping staff with digital support tools means we can also include links to other useful applications that we subscribe to or are freely available online, like Google Translate to support multilingual communications or SignLive, which provides video call links to live sign-language experts for hearing-impaired guests.



For clients like LaGuardia Gateway Partners and Westfield, we monitor live feeds into social media and CSAT aggregator technologies such as Forsta and Goodays. This drives continuous improvement, allowing us to analyze trends, act on immediate issues, and respond to guests in real time. Service booth employees can be made aware of matters that might be generating additional questions, while mobile staff can be redeployed for service recovery.

Equipping our staff with digital support tools means we can also include links through to other useful applications that we subscribe to or are freely available online. This could be the use of Google Translate to support multilingual communications as even with the most diverse selection of staff, ensuring you always have the right language speaker in the right place at the right time can be a challenge.

<https://app-my.ethosfarm.com/splash/mco> (open with edge), best displayed on a smart device.



## Standards Audits

As referenced throughout our response to 10.2, our knowledge and audit apps are used to assess and drive performance, to create a performance mindset and to enable identification of improvement opportunities. The outputs of the audit applications are linked to our recognition programs and performance will be reported through our Operational Scorecard and Monthly Performance Review.

<https://ethosfarm.typeform.com/to/E2OvSnnh> (open with edge), best displayed on a smart device.



## Zello – Push to Talk Technology

We can utilize Zello push-to-talk technology to improve communication in real time between our supervisors and ambassadors, across all positions of an operation. The technology uses airport Wi-Fi, and the earpieces mean communications are less intrusive to customers compared to radios. The ability to easily communicate in this way enables our supervisors to dynamically deploy resources to meet the changing needs of the operation, helping to provide resilience and continuity during disruption. Communications are also recorded to provide quality assurance around the messaging between the workforce.

## Customer Feedback Through QR Codes

ABM has also seen success in the deployment of QR code surveys for feedback, giving us further insight guest experience, ensuring **we keep our finger on the pulse of our customers’ needs and desires in this ever-changing airport environment.**

With GOAA’s approval, QR Code Surveys, pictured to the right, could be placed throughout the airport. This solution is multilingual to collect feedback from all passengers and surveys can be adjusted to meet location requirements.

The QR Code notifies our team within 30 seconds of any issues that arise. This allows us the opportunity to correct any problems while the customer is still in the area, increasing customer satisfaction and limiting the exposure of other passengers to the issue.



Please scan this QR code with your Phones Camera App and Give us your Feedback

### Example of Customer Feedback at Denver International Airport

In 2011, we implemented a texting/email system at our operation in Denver, and since have added the QR Code survey as another option for customers to provide their feedback. We have received and responded to over 31,000 customer correspondences; of those nearly 24,000 were compliments on the services we provide. **For every one complaint generated that we directly control, we received 16 compliments on the services we provide in DEN.**

## Single Award Solution

We believe strongly that a single contract award of both lots to ABM will yield significant benefits and efficiencies for GOAA.

Within our commercial submission, we have included commercial proposals for each operation and a single contract award for the operations combined.

We believe the benefits to GOAA of a single contract award to ABM include the following:

- Consistent approach to passenger experience
  - One aligned management approach across all locations
  - One aligned training approach across all locations
  - One uniform design across all locations
  - Availability of our proprietary technological solutions across all locations
- Improved efficiency and value
  - Lower cost through avoidance of duplicated overheads across two contracts
  - Lower cost and value-add through our single award contract pledges
  - Economies of scale on procurement, such as for uniforms
  - One point of guest experience contact
  - Simpler governance, reporting, and contract management
  - One set of corporate commitments
- Resilience and continuity
  - Assured continuity of service delivery and passenger experience during mobilization
  - Dynamic resource deployment across and between all locations
  - Access to a larger resource pool
  - Single Guest Experience management and coordination
- Consistent technological solutions
  - Availability of our proprietary technological solutions across all locations
  - One technological solution for queue timing across all terminals.
  - Enhanced solution improvement capability
  - Consistent solution improvement initiatives across all terminals
  - Benefits provided by the three verticals of our business across all terminals
  - Sharing of continuous improvement across all terminals.

Because we're passionate about what we do and want to be a successful guest experience partner across all locations, we have made single award contract pledges within our proposal, which demonstrate

how we will deliver significant value for money and value-add to GOAA if we are awarded both operations.

If GOAA awards both operations to ABM, the following single award contract pledges will apply, in addition to the other commitments made within our proposal:

- We will deliver cost reduction to GOAA by the avoidance of duplicated overhead incurred through a contract award to two partners.
- Our partner, Ethos Farm, will offer its customer experience consultancy expertise to GOAA at no cost and develop a new Guest Experience Service Standard document that will bring the GOAA's Service Strategy to life for all Orlando frontline colleagues, helping GOAA to collaborate on Exceptional Customer Service and deliver a more consistent level of service across all touchpoints.
- Our partner, Ethos Farm, will offer its innovation and learning expertise to GOAA at no cost and develop a new e-learning product that translates the GOAA Service Standard for all GOAA frontline colleagues, helping GOAA to transform customer service and deliver a more consistent level of service across all touchpoints. This product can include an assessment and scoring framework to assess colleague performance.
- Our partner, Ethos Farm, will offer its innovation and learning expertise to develop a pre-interview assessment and familiarization training product that GOAA can use to support its commitments to the community.

## 9.2 Key Personnel



### **Lauren Walsh – Proposed Customer Experience Director**

Co-Founder of Ethos Farm, Lauren is responsible for our North American business solutions spanning New York, California, Florida and Texas; Lauren is a results driven leader and ensures our team deliver excellence to our clients across all our CX verticals. She has experience in operational launches in international locations across Europe, Middle East and North America, she brings a wealth of knowledge to large scale and high-profile customer facing Ambassador go-lives.

At the helm of EF Americas, based in New York, the business has become recognized in aviation, travel retail operations, customer, and employee innovations alike, as a dynamic forward-thinking leader in the CX space. With over 18 years working with airports and travel retailers including at JFK, LGA, PANYNJ, DXB, LHR and LGW; Lauren has experience of operational readiness programs including the opening of Heathrow Terminal 5 and Terminal 2, LaGuardia Terminal B and customer elevation programs including Dubai Airports Customer Shoes.



### **Harry Williams – Proposed General Manager**

Harry is currently heading up the Customer Experience integration and operations for Ethos Farm on the West Coast, following a three-year position for Ethos Farm at LaGuardia Terminal B where he delivered change and improvement projects, headed up guest experience operations, led CX innovations and refined the end-to-end customer journey.

Formerly at British Airways PLC working across customer service, airport operations and corporate customer experience strategy and development. As a former client to Ethos Farm, together we won the IATA Hackathon in Seattle for our Beyond Accessibility digital applications to support British Airways' customers with reduced mobility & hidden disabilities.

**We are proposing Harry as part of the transition/go-live team while a director of similar caliber and experience to Harry is recruited and on-boarded.**

## Resumes

Please see the following pages for resumes of the proposed customer experience director and general manager.



### Skills & Specialisms

- Leadership
- CX & EX
- People Solutions
- Travel Retail/Non-Aeronautical Revenues
- Sales Optimization
- CX Strategy Development
- T Programs
- Hospitality
- ROI & CSAT Analysis

## Lauren Walsh

*Proposed Customer Experience Director*

### EXPERIENCE

#### **Ethos Farm Americas (2017 – Present)**

*Co-Founder Ethos Farm Americas*

- Responsible for handling business development and project delivery across the Americas
- Provided CX & Airport Retail Ambassadors across various locations in both the aviation and domestic sectors, including at JFK, LGA, LAX, SFO, DFW and EWR airports
- Led the team in partnership with LaGuardia Gateway Partners and ABM Industries to deliver a totally new standard of service delivery at LGA Terminal B – one of the newest and highest profile terminal launches of recent times in the USA
- Partnered with the LGP team through the ORAT phases and working to the Guest Experience Strategy we designed at Ethos Farm, the launch of the terminal has required an extensive focus on developing new standards, values, and behaviors

#### **Blackjack Promotions (2014-2016)**

*Head of Brand Partnerships & Global Retail*

- Led brand partnerships and explored opportunities to develop top 10 clients into new locations or service lines and identified new business opportunities
- Developed an opportunity to found Blackjack’s first office outside of the UK, in the UAE
- Successfully launched Blackjack MENA at the Dubai airport. The business replicated the CX service excellence and flexibility into the new market

#### **L’Oreal LUXE (2012-2014)**

*Regional Manager*

- Responsible for luxury cosmetic brands Yves Saint Laurent and Biothem across UK Travel Retail airport locations
- Responsible for managing brand market strategy, performance, and a team of consultants as well as factoring in strategic brand animations and use of agency staff

#### **L’Oreal LUXE (Jun 2011-Dec 2011)**

*Head of Client Services-Travel Retail*





### Associations

- Aircraft Owners & Pilots Association (AOPA)
- Privat Pilot License Holder (PPL(A))

## Harry Williams

*Proposed General Manager*

### EXPERIENCE

#### **Ethos Farm Americas (April 2023 – Present)**

*Director of Aviation Operations, West Coast*

- Oversee the implementation of Ethos Farm’s aviation solutions in West Coast Airports including LAX, SFO, HNL. The scope of works spans consultancy and operational delivery in both the commercial and operational sectors of the airports

#### **Ethos Farm Americas (July 2021 – April 2023)**

*Director of Aviation Operations, West Coast*

- Accountable for all guest experience related teams and work streams for the ABM, Ethos Farm joint bundled services contract – LaGuardia Terminal B: LaGuardia gateway Partners (LGP)
- Responsible for ensuring cross functional delivery of guest experience throughout all bundled service contract lines with focus placed on embedding customer centric process and service, standards and performance management, uniform, employee/team development and overseeing delivery of internal learning & development programs
- Lead the delivery of an integrated customer insights and NPS program, presenting and bringing together multiple data sets and analysis into a formal governance and reporting framework up to client director and c-suite level.

#### **British Airways Plc (Dec 2018-July 2021)**

*Head of Customer Experience Integration-CX Journey, Service, Customer Accessibility*

- Reported to the head of service and customer experience planning and worked closely with the other proposition areas and frontline departments to integrate and deliver service improvements at each touchpoint, thereby improving end to end CSAT and NPS
- Led the introduction of the airline's first customer accessibility strategy designed to introduce end to end improvements for the one million customers with disabilities who travel with us each year

#### **British Airways Plc (Dec 2017-Dec 2018)**

*Customer Service Operations Lead- Gatwick Airport*

- Managed the day to day running of the airport operation, overseeing each aspect of the airport journey and leading colleagues to deliver outstanding service.

## 9.3 Other Key Personnel

### ABM



#### **Tony Vaughn, Vice President Operations**

Tony is a proven leader in the aviation industry. He began his Aviation Career with Delta Air Lines in his hometown of San Diego California while attending United States International University. While at Delta, Tony gained experience and knowledge in a multitude of customer service positions along with increasing leadership roles as he transitioned across the country, finally ending up in Atlanta, Georgia. Tony is currently the VP of Operations supporting ABM's Southeast operations with focus on Passenger Service Programs and Transportation Services.

### Ethos Farm



#### **Sally Alington – Founder & CEO**

Founder and CEO of Ethos Farm has over 20 years of experience in customer experience, airport operations, operational readiness, service recovery, travel retail and experiential promotions. Experience includes the launch of CUSS at Heathrow, the Heathrow POD, Ash-Cloud and 2010 Snow Service Recovery as well as two decades in operations leadership.



#### **Mat Garner – Co-Founder**

Co-Founder of Ethos Farm has over 20 years of experience in airport retail, commercial, passenger services and operations, in roles including Head of Retail and Commercial and Passenger Services Director with Manchester Airport Group at East Midlands and Stansted Airports. Mat also has previous experience of operating the Ambassador, PRM, VIP and Inter-terminal bussing contracts for Heathrow.



#### **Scott Fuller – Associate Director**

Associate Director has extensive experience across operational readiness, ground handling, employee experience, terminal operations and airport security, in roles including Operational Readiness Lead, People and Operations Lead and Head of Security Operations at Heathrow Airport.



#### **Stephanie Jarrett – General Manager Guest Experience**

Stephanie Jarrett joined Ethos Farm Americas in April 2023, as General Manager Guest Experience at LaGuardia Airport Terminal B; overseeing the operational delivery of the Guest Experience Ambassador team. Her responsibilities include recruitment, training, coaching, performance management, delivery of the Terminal B NPS and Mystery Audit programs and coordination of year-round experiential events.

[REDACTED]

[REDACTED] - CEO - [REDACTED]

[REDACTED]

[REDACTED] was born in Havana, Cuba, the daughter of Cuban Entrepreneurs, and came to the United States at the early age of seven. Following the entrepreneurial spirit her parents instilled in her, [REDACTED] founded [REDACTED], LLC in 2007 and has recently added [REDACTED] to her portfolio. [REDACTED] presides over all aspects of the company and has utilized ground-up knowledge and expertise to grow the company into an industry leader. Through her perseverance and leadership, [REDACTED] instills the philosophy of customer service and operational excellence throughout the organization as the key to long-term strategic growth.

[REDACTED]

[REDACTED] - Vice President - [REDACTED]

[REDACTED] is responsible for developing business and financial strategies for continued growth. He is instrumental in monitoring operational goals and adjusting policies to ensure company effectiveness. [REDACTED] has over 18 years of experience in the commercial building maintenance and janitorial service industry. [REDACTED] previously served as President and CEO of [REDACTED], which is a position he held for a decade before the company was purchased by KSS. He is also a former Leon County Deputy Sheriff, where he rose to the rank of detective and served on the SWAT Team and Honor Guard Team. Herrero served in the United States Marine Corps for 11 years where he held the rank of Staff Sergeant.



## Quality Control and Assurance

Defining your service expectations

## Quality Management

### Quality Control/Continuous Improvement Plan

As part of our transition process, ABM will work directly with GOAA to evaluate and customize a quality control plan to identify, prevent, and ensure non-recurrence of defective services. This plan will include an inspection schedule encompassing all locations with clear responsibilities and standards laid out for any staff performing these inspections. Relying on KPIs and active reporting to drive our continuous improvement, ABM will be able to use data collected to streamline and improve services. All records will be maintained throughout the life of the contract.

The work that we undertake in the provision of customer-facing teams is always underpinned by alignment with our client's vision, mission, values, strategic objectives & measures of success. We know that the passenger does not differentiate. Therefore, it is fundamental that every member of the airport community understands the standard of service required and can deliver to that elevated level consistently. Investment in people & their appreciation of this concept is critical, moreover, providing tools to help colleagues to deliver on this vision every day is an area of specialism for us.

### Continuous Improvement

As part of the ABM Way, we clearly define your service expectations, develop documented standards by which our team members perform, and measure the results. Our quality assurance program is based on these procedures, regular inspections, frequent communications, and client business reviews (CBRs). We commit to providing quality service based on total customer satisfaction and continuous improvement. We work with our clients to successfully implement a technologically driven and proven performance solution.

Our quality assurance program encompasses:

- **Self-Inspections / Peer Inspections** – Fundamental elements of first-line quality control. Daily random inspections of work performance relative to documented job plans.
- **Quality Control Inspections** – The on-site team conducts scheduled (formal) and unscheduled (informal) inspections. We review Results Logs and any available inspection reports to promptly address identified issues.
- **Compliance Audits** – The on-site manager and corporate management conduct scheduled and unscheduled audits quarterly to assess performance of all contractual requirements.
- **Client Satisfaction Feedback** – As an optional service, we can provide client satisfaction surveys for clients who want to evaluate the perceived effectiveness, timeliness, and quality of our services. We take corrective actions and track them through resolution to achieve client satisfaction.
- **Validated Client Complaints** – On-site management investigates all client complaints. We report validated complaints during performance evaluation meetings, identify any trends, and may generate unscheduled periodic inspections.

Our experience across the facility management industry means that we can offer incredible and interchangeable services to support GOAA with continuous improvement, innovation, and value, aligned with GOAA's priorities of People, Connections, Community, and Innovation. We propose dedicating part of our monthly performance reviews to this agenda, demonstrating how we are adding value and staying aligned to GOAA's needs.

- Random Act of Kindness days – to surprise customers with gifts, helping us to empower colleagues and surprise and delight customers.
- Improving employee experience for a large team – introducing employee recognition and benefits, such as our Pink Letter Days, Smile of the Day, Terminal Cup, and Team Member Appreciation Week. This will help us to provide an attractive total employee experience to attract and retain local talent.
- Developing GOAA Service Behaviors for our team – developing standardized GOAA Service Behaviors from the GOAA Vision, Mission, and Values, ensuring that there is a consistent standard of service delivered across all touch points and by all team members. These Service Behaviors would be designed in collaboration with GOAA and made available for all terminal employees, further improving service standards by all.
- Embedding learning & improving performance of new recruits: we will launch our web-based Knowledge and Audit apps to consistently check standards, help us embed a performance mindset, measure performance, recognize colleagues and identify areas for improvement.

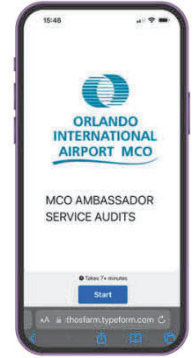
## Performance Tracking

We design our performance tracking system based on our clients' requirements. We establish goals based on mutually defined KPIs. KPIs establish appropriate measurements that enable our management and on-site personnel to determine if we are meeting our performance and operational commitments to GOAA.



Once we agree on the appropriate measurements, we conduct surveys prior to start-up to establish a baseline. These become the benchmark for all future inspections for each defined area. We assess KPIs monthly (or more frequently) throughout our partnership.

As well as creating a performance mindset, our tools also enable us to measure and report performance. Our Audit app, for example, enables Supervisors to consistently measure performance across uniform appearance and standards, body language and approachability, proactivity and engagement of customer engagement and quality of engagement and service.



All our performance will be reported transparently through our Operational Scorecard and aligned to GOAA's values of Excellence and Transparency, we will document and report against all our activity through the governance framework, and once GOAA have finalized its CSAT goals and ambitions, we will update our KPI's to align to these.

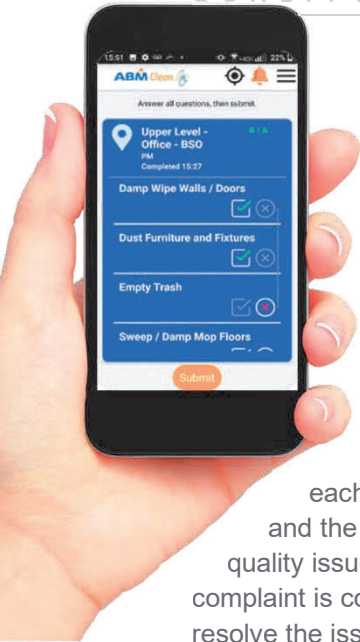
To help ensure our teams are aligned to the General Summary of Services and KPIs, we will map all requirements into an easy-to-use reference format, which will allow us to ensure that training, performance management and Service Excellence Assessments are all aligned, providing a golden thread from these requirements through to operational delivery.

	Target	YTD	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
<b>KPI</b>															
Total Permanent Headcount	x	x	13	13	13	11	10	10							
Total Flex Headcount	x	x	6	6	9	12	13	13							
Number of Volunteers	x	9	2	1	1	1	2	2							
Number of heads who left in calendar month	x	5	1	1	1	1	1	2							
Number of heads who joined in calendar month	x	10	1	1	2	2	2	2							
Rd Turnover	x	5%	5%	5%	5%	4%	4%	5%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Number of Sickness Absence Days	7.2	6.5	19	7	11	5	18	6							
Number of individuals who were sick in month	x	x	9	3	8	3	9	4							
Number of Open Long Term Sick Cases	x	x	0	0	0	0	0	0							
Rd Shifts Lost due to Sickness Absence	x	4%	6%	2%	4%	2%	7%	3%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Number of new absence management cases	x	0	0	0	0	0	0	0							
Number of new conduct cases	x	0	0	0	0	0	0	0							
Number of new performance management cases	x	0	0	0	0	0	0	0							
Number of new grievance cases	x	0	0	0	0	0	0	0							
<b>Softy &amp; Compliance</b>															
Number of Colleague Accidents	2	0	0	0	0	0	0	0							
Number of Reported Near Misses	3	2	1	0	0	0	0	1							
Rd Risk Assessments and SOPs in date	100%	100%	100%	100%	100%	100%	100%	100%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
<b>Client Satisfaction</b>															
Client Satisfaction Rating	8	8.5	NA		8.5										
<b>People &amp; Operations</b>															
Rd Rostered Shifts Covered	95%	96%	NA	NA	96%	98%	98%	98%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Number of Performance Check-ins Completed	138	3	0	0	0	0	3	0							
Performance Checklist Average Rating	x	NA	NA	NA	NA	NA	NA	NA	TBC	TBC	TBC	TBC	TBC	TBC	TBC
Rd Monthly 1:1s Completed for Permanent Colleagues	95%	115%	0%	0%	115%	0%	200%	90%							
<b>Training</b>															
Rd Compliance Training Completed	100%	x	0%	0%	2%	94%	91%	100%							
Rd Role Training Completed	x	x	5%	5%	3%	91%	78%	100%							
Rd Leadership Training Completed	x	x	0%	0%	43%	100%	100%	100%							

We will develop generic role objectives in addition to personal objectives for all team members, that map to these requirements so that colleagues are clear on how their tasks and performance align to the contract requirements.

Together with our Knowledge and Audit Apps and coaching program, our Service Excellence Assessments will enable us to build a performance mindset and drive strong performance and achievement of KPIs.

Due to the impacts of the COVID-19 pandemic on the aviation sector, we recognize that there is reduced experience across the sector and that this inexperience can impact performance. As the Customer Ambassador partner, with solid current experience at international airports worldwide, we believe that we can provide GOAA with an unrivalled Customer Ambassador program for a resilient and high performing operation across all terminals. After we determine KPIs and take baseline measurements, we define all performance objectives and detail them in our operations playbook to ensure compliance, details found [here](#).



## Full Transparency – Sharing Information

You can view inspection reports daily in our ABM *Clean* system – online through a password protected web portal or via an emailed Excel report. In addition to electronic communications, we propose a formal Client Business Review (CBR) with GOAA to jointly review quality assurance and performance data quarterly and to discuss any necessary operational updates. With a focus on close collaboration, we further propose supplemental monthly and weekly meetings with GOAA as needed to discuss time-sensitive action items or updates.

## Addressing Quality Issues

Although rare, quality issues arise, and we employ a three-tiered approach to address each issue. First, if any element of an inspection fails, a work order automatically generates, and the nearest cleaning team member is dispatched to correct the issue – actively addressing quality issues before they impact the traveling public. For those uncommon instances where a complaint is communicated by GOAA patrons, we engage a comprehensive seven-step process to resolve the issue and maintain continuous improvements throughout our operation. Each team member trains to:

- **Listen** – It is vitally important to be attentive to our clients and their guests. From frontline cleaning staff to senior management, each team member trains to capture every detail of the quality issue that led to the complaint.
- **Empathize** – Our team members undergo special empathy training to help put you and your guests at ease and convey our sincerest apologies for any inconvenience endured. We understand that an apology only goes so far, and so each team member is empowered to take ownership of the quality issue until a resolution is implemented.
- **Elevate** – If an issue arises that cannot be immediately remedied by the assigned team member, they notify the necessary leader to quickly assist with additional resources or supplies.
- **Investigate** – As we seek both an immediate and long-term resolution, a root-cause analysis is performed by our management team. However, with an advanced Quality Assurance program and over 110 years of cleaning experience, we know that quality issues are rarely caused by a large single point of failure but rather by multiple smaller issues over time. In addition to obtaining the issue's root-cause, we seek to identify and correct the smaller failures that contributed to the issue.
- **Resolve** – We provide a resolution as quickly as possible to mitigate any service issue. We communicate each issue and its corresponding resolution.
- **Record** – We capture all service failures and track by type, time, and team member for trend analysis.
- **Improve** – We monitor all service failures to use as a learning tool to mitigate future issues and provide a foundation for future success.

The third tier used by us to address all quality issues involves our ongoing, proactive monitoring and analysis of KPIs. At regular intervals, we conduct an in-depth analysis of KPIs to identify opportunities for improvement. For example, if an audit by ABM leadership finds that a particular category or type of work repeatedly fails inspection or requires work orders to rectify issues, we perform a dedicated root cause

analysis on this issue, find and implement the right solution, and closely monitor that segment's return to a positive performance trend.

## Building a Successful Relationship with GOAA

To deliver on GOAA's Mission "To seamlessly connect Florida and the world through exceptional experiences, collaboration, and creativity", we believe that a strong and collaborative relationship between the Customer Ambassador Partner and GOAA is essential. We have identified 5 key attributes and which GOAA value they reflect, to establish and develop that partnership:

### **Alignment: Transparency**

We have natural alignment across many of the GOAA priorities and goals. Your Mission is one lead by service aspirations, and as customer experience specialists, this is what we do. GOAA's Values align perfectly with our own: that with the right organizational structure, culture, and crafted employee experience, truly elevated customer engagement is possible. We are passionate about creating inclusive and great places to work. We will make it a priority to stay aligned to GOAA and maximize opportunity to add value.

### **Authenticity: Integrity**

At the heart of being a trusted, collaborative, and high performing partner is being authentically ourselves. We use our expertise, personality, creativity, and professionalism to deliver exceptional outcomes and to build successful relationships. We're always transparent with our clients, knowing that this builds trust which aligns to the GOAA values of Integrity and Transparency. We believe that authenticity and trust, will enable us to create a powerful relationship with GOAA.

Authenticity in our leadership also means that we care for the wellbeing of our teams and client, and consciously provide a safe and enjoyable environment for colleagues and customers, aligned to GOAA's value of Excellence and the strategic priority People.

### **Collaboration: Transparency**

The GOAA Strategic Priority of Community, sets the tone for collaboration across the MCO ecosystem. We believe that our reputation and expertise, will enable us to work successfully across MCO to further develop the Customer Ambassador Operation and service to customers, as well as providing resilience and continuity.

### **Performance: Service & Excellence**

Our reputation will be based on our ability to deliver exceptional and consistent performance that adds attributable customer satisfaction to GOAA's Quality Service Measures. We've successfully mobilized large scale workforces across many similar operations and introduced tools to support our teams to deliver a service to customers which is friendly, proactive, helpful, and caring. We're transparent with our clients and honest about our ambition to continuously look for opportunities to develop our services, through our improvement plans.

### **Value: Efficiency**

Our expertise in customer experience consultancy, learning and invocation, and staffing solutions, together with our infrastructure and extensive experience across aviation, means that we have incredible capability which sets us apart from our competitors. This capability enables us to bring additional value by



working collaboratively with our clients to create opportunities to innovate, drive value and launch new products and services together.

## Stakeholder Governance Plan

Our alignment and prioritization strategy at MCO will be primarily managed through the governance framework outlined below, where we will ensure we stay aligned to the needs of GOAA, and through our authentic approach will prioritize requirements and provide transparent feedback to GOAA. We believe that empathetic stakeholder engagement, commitment to problem solving, and ability to foresee challenges and prioritize is key.

Our WorkLife application and shift briefings enable us to communicate effectively with our colleagues when priorities change, and our project management support enables us to take a programmatic approach to managing change. Furthermore, the new Ethos Farm leadership development program includes modules on collaboration because we know this is a critical skill in being able to effectively prioritize and gain agreement across stakeholders.

	Stakeholder	Governance	Agenda	Frequency
Strategic	GOAA Services Snr Leadership Team	Performance review meetings	Overall performance, new innovation & KPI delivery	Monthly
	GOAA Services Snr Leadership Team	Contingency management & resilience planning	Review Level 1-3 days & discuss requirements	Ad-hoc
	GOAA Services Snr Leadership Team/ Directors	Quarterly Board Review	Quarterly review of entire performance & discussion on new innovations and CI	Quarterly
Tactical	Customer Experience & Terminal Managers	Daily review of operation	Daily review of key issues & resourcing levels	Daily
	Terminal Manager	Pulse checks	Ad-hoc review of performance & feedback to ensure we are meeting expectations ahead of monthly reviews	Ad-hoc
	TSA & Customs & Border Protection	Daily meetings	Review of day-to-day operations, ensuring everyone is aware of resourcing levels and we are clear on expectations	Daily

## Open Lines of Communication

In any partnership, communication is critical to success. That is why ABM developed a robust communication plan for GOAA, guests, employees, and other stakeholders as part of our customer service promise.

### Communication with the Airport

Our management structure serves as our first line of support. The on-site site manager regularly communicates with management teams and serves as the point-of-contact for all communications, including feedback regarding our performance. The airport and ABM agree to these processes in advance, and we include the details in our Operations Playbook. These processes can include the following:

**Client Review Meetings** – Regular reviews to discuss service performance, performance on budget, quality, and any key issues raised. The site manager leads these meetings either weekly or biweekly. We will implement actions discussed and agreed upon with oversight from local and regional management. We can provide monthly operations reports that evaluate the implementation of these actions.

**Client Business Reviews (CBRs)** – Quarterly (or monthly) formal meetings where we present a full report of our performance. This includes reporting and analyzing quality scores, survey results, work order statuses, employee turnover, actual year-to-date costs versus budget, and costs outside of scope that the client requests, among other performance topics. We use these reviews to incorporate your feedback into our operational plan and grow our overall partnership setting future goals and initiatives.

The site manager leads these reviews supported by regional and corporate personnel. We highlight all areas of success and achievement, and if any part of our performance falls below expectations, we discuss action plans to resolve those issues.

**Customer Satisfaction Surveys** – We review all responses and report the ratings reported against the performance standards, usually at least twice a year. As with CBRs, we review potential improvements with you and implement them accordingly.

**Complaint Resolution** – ABM uses a seven-step process to record and process complaints, bringing them to satisfactory resolution for our clients and customers and promoting continuous improvements in service. Complaints are then documented and tracked through a problem resolution report. We address customer feedback immediately and document it using our quality control process.

## Process in Action

### Customer Feedback

ABM is committed to making a connection with our passengers to make a difference – every person, every day.

In this age of social media, our implementation of QR codes and text messaging systems across the country enables us to receive instant feedback from our passengers. This ensures we keep our finger on the pulse of our customers' needs and wants in the ever-changing airport environment.

ABM has utilized our texting / email system at our operation in Denver for many years, and the results have been phenomenal. Since implementation in 2011, we have received and responded to over 31,000 customer correspondences. Of those, nearly 24,000 were compliments on our service. For each complaint received on services that we directly control, we received 16 compliments on the services we provide in DEN.

Results = 16:1 compliment to complaint ratio!

## Leadership Engagement Tours (LET)

ABM's customer satisfaction strategy is based on a multi-level approach leveraging a co-authored set of KPI indices. Leadership engagement tours, quarterly surveys, annual surveys, and direct user feedback are the framework of the program that has been successfully utilized at various ABM accounts. The active working partnership and on-going engagement with ABM client's support the development of the system and continues to provide positive results and regular feedback.

At a site level, Leadership Engagement Tours (LET) provide an opportunity for GOAA On-site Activity Representatives (OARs) to interface with ABM site or regional leadership and develop professional working relationships. A cadence of meetings which best suits the needs and schedule of the GOAA OAR and ABM leader allows for informal visits and candid conversation regarding recent events, current needs, and future awareness. ABM administers quarterly survey on GOAA's behalf and presents the Quarterly Survey Results (QSRs) in the Client Business Review (CBR). These surveys measure stakeholder satisfaction via a customized set of co-authored KPIs that measure elements of safety, costs, quality, management, and schedule. Annual Kingsley surveys are administered to capture broad customer satisfaction scores and inform on-going business activities and adjustments which may be required to better serve GOAA as our customer.

## Mystery Shop Program

ABM is a strong proponent of using mystery shops. Such services, when selected carefully and the program is well-designed, add immediate value. The shopping service is paid to provide accurate and unbiased information and the information is presented in a manner that allows ABM to track performance by task, employee, and specific facility over time. ABM has great relationships with Ubiquity Resources Group, Inc. and will implement a shopping program within sixty days of start of services. The sixty days are used to ensure the shopping 'questions' are applicable to MCO's unique environment.

ABM has also been very successful in integrating our shopper programs with feedback processed initiated by the airport. In LAX, the airport had created an in-house survey platform called the Guest Experience.

ABM is committed to working with the Airport to introduce continuous improvements. The shopping program launched in Year 1 should not be the same in Year 3. Periodically, ABM will review the tasks being measured by the shoppers and adjust to the current environment and focus of the Airport and ABM

## Customer Service Plan

### Our Culture of Caring

With more than a century of experience, we understand excellent customer service nurtures loyalty. As a people-centric organization, we put customer care at the forefront of our operations, from finding the most qualified and friendly staff to ensuring the quality of our services through exemplary training and management. We embrace your commitment to provide a safe and secure airport environment, one that's also warm and welcoming. To accomplish this, we train our teams to consistently demonstrate pride in their work, going the extra mile to create the best reflection of your airport.

## Developing Difference Makers

Our customer service model revolves around three key components: customer service training, quality control, and open communication.

### AirCare from the HEART

Our customer service approach uses award-winning customer service techniques from both the Walt Disney Company and the Ritz Carlton. Our AirCare from the HEART training educates and celebrates the best levels of customer service, emphasizing the importance of making an **emotional connection** with the guest. We provide ongoing customer service training and complement it with various incentive programs that reward our team members who deliver exceptional customer service.

Our philosophy provides every team member with the training, skill set, and immediate power to enhance a guest's experience and resolve concerns. All team members must memorize the process during training and receive constant refreshers after completion.



ABM is committed to hiring all qualified current employees and will work to guide these employees into seeing their roles as customer service ambassadors. Our team members are trained to provide an unparalleled level of service to all guests. For more details on AirCare from the HEART, please see our Training and Engagement Plan.

### Guest Service Issue Resolution

All guest-related complaints are handled expeditiously and investigated if required. ABM uses a five- step process in addressing guest concerns on the spot with the guest and all guest-facing employees are expected to be able to implement the process. The goal of this process is to show the guest empathy and to make every attempt to resolve the issue on the spot.



## Addressing Patterns of Negative Guest Service

For customer feedback that is more complex and requires investigation, ABM Aviation's local management team adjusts their process as reflected below, as finding a resolution may take a period of days or even weeks. It is important to provide structure to the process to ensure that the incident is resolved and does not fall off the radar. The process also provides a documentation trail that the general manager will use to identify patterns of negative guest experience.

## Guest Feedback Reporting

ABM will provide the airport with a monthly summary of guest comments (positive and negative). Reports will include the following information if made available to ABM:

- Unique identifier
- Name of the guest
- Guest's contact information (if available) – email address, telephone number, etc.
- Method of contact – email, letter, etc.
- Type of comment – compliment, complaint, request for information
- Date received
- Date resolved – date research was completed, and communication is documented
- Subject of comment – general description of the guest's comments
- Investigation completed – identify if follow up was required to address the comments



It is a long time coming, but I wanted to state that your efforts during the contract term have not gone unnoticed by the airport, and I wanted you and your leadership to know how pleased we have been to have you as a partner. Through struggles such as staffing, additional facilities, and the pandemic, you and your team have worked diligently to ensure the facilities have remained cleaned and disinfected.

– Dallas Fort Worth International Airport



## Taking Care of You in Emergencies

### Irregular Operations and Emergency Response

We proactively plan for irregular operations (IROPs) and emergency response (ER) requests. Our 24/7 dispatcher administers the process for response requests and updates the team frequently.

We address emergencies accordingly:



#### Level One (Severe)

Immediate response provided from emergency response team/single point-of-contact (SPOC). The issue escalates to the next management level (via phone or automatic dispatch). Support management must be on scene and communicating with GOAA within one hour.

#### Level Two (Moderate)

Two-hour response from ER team / SPOC. The issue escalates to the next management level (via phone or automatic dispatch). In three to five hours, support management must be on scene and communicating with GOAA.

#### Level Three (Minor)

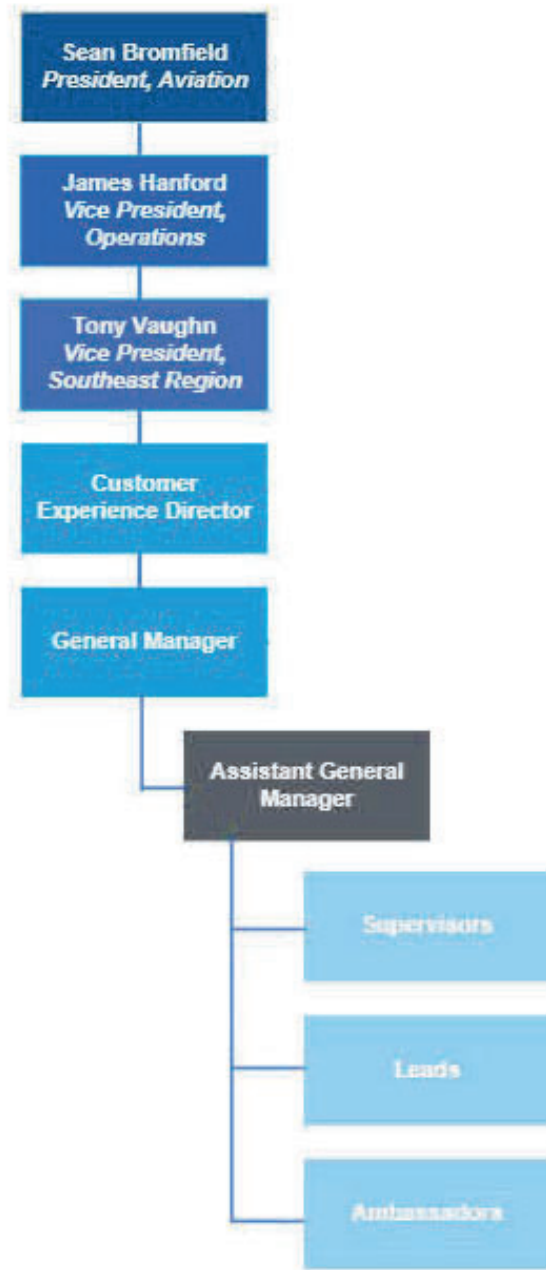
12-hour response from ER team / SPOC. The issue escalates to the next management level (via phone or automatic dispatch). Within 24 hours, support management must be on scene and communicating with GOAA.

#### Level Four (Non-urgent)

24-hour response from ER team / SPOC. The issue escalates to the next management level (via phone or automatic dispatch). Within 48 hours, support management must be on scene and communicating with GOAA.

# Reporting Relationship and Organization Chart

ABM Aviation is partnering with Ethos Farm and Kings to ensure MCO is staffed with seasoned professionals ideally suited for your airport. Ethos Farm will provide the customer service manager and general manager, while Kings will provide 29+% of the supervisors, leads, and ambassadors. The rest of the team will be ABM team members. ABM Aviation will manage the entire MCO team.





# Training and Engagement Plan

## Employee Training Plan

By empowering our team members with comprehensive training, we minimize deficiencies and quickly identify opportunities for improvement. A guest experience program can only be successful if the team members servicing your airport are properly and continually trained. We provide you with team members who have the training they need to successfully perform their duties, improve efficiency, and develop new skills. We commit to developing service standards for all customer-facing MCO employees, ensuring all our people understand and feel confident embodying service behaviors that reflect GOAA's Values during their everyday jobs.

These service standards and associated behaviors will be the driving principals for our GOAA Customer Ambassador Service Training, an extensive and layered program developed by ABM and our partner, Ethos Farm, that will be delivered to the team in phases and utilize both facilitator lead and e-learning resources. We will include multilingual avatar technology to ensure that messages are fully understood by our diverse Customer Ambassador pool, building emotional connections and enhancing knowledge retention.

## New Hire Orientation and Training

During the start-up phase, our project managers and supervisors conduct team member training sessions in a classroom setting. These sessions include site-specific rules and regulations, ABM policies and procedures, and basic job training.

Training for service workers concentrates on specific work tasks. Our supervisors demonstrate each task step-by-step, detailing the importance of each step along the way, and train them to perform visual inspections before completing work. Supervisors also provide guidance to service workers as they work.

Once initial training is complete, supervisors perform recurring reviews to make sure they maintain GOAA's and our standards.

## Customer Care Program

The Customer Care Program clearly establishes the exceptional standards of care, service and experience expected from any member of our team, whether directly customer facing or those supporting internal customers.

The program comprises 4 elements, Compassion, Authenticity, Responsibility, and Engagement. Within each element, this behavioral training covers emotional intelligence, building customer loyalty, communication skills, and their impacts, the importance of trust in delivering authentic service, and an exploration of unconscious bias and its potential impact on service excellence.



### ABM team members are:

- Familiar with the rules and regulations of your airport
- Thoroughly trained in job safety and standards
- Committed to providing outstanding guest experience and customer service



The training content has been tailored to include client service requirements for many of our clients, to bring together the what in the form of the values and service expectations of our clients and how our team are equipped to deliver those.

The session is interactive and includes workshop discussions, videos, games, and quiz style learning and focuses on ensuring the knowledge transfer is properly understood, providing relevant example scenarios for the delegates to apply the learning to their day to day.

### Les Clef d’Or

ABM’s proposed partner, Ethos Farm, is an affiliate of Les Clef d’Or, The Society of the Golden Keys, a professional association of hotel concierges that has become the internationally recognized standard for service excellence. Serving more than 100 million customers every year across 80 countries and 530 destinations, the symbol of the crossed keys on a concierge lapel is synonymous with the very highest levels of customer care.

As part of our partnership, we propose a tailored Golden Keys training programme for the MCO Customer Ambassador team. This will perfectly blend the nuances of aviation customer care and operational excellence with the art of recommendation to help customers optimize their dwell time in the airport or plan their onward travel experiences in and around Orlando.

We will ensure that in welcoming arriving customers to the city, we are equipped with knowledge of the special experiences that surround the Greater Orlando Airport System, as well as the unique moments visitors can enjoy throughout Florida. We will endeavor to build a community with the local hotel Golden Keys hotel concierges so that we can make the airport-to-hotel service touchpoints seamless and extraordinary.

When inviting customers into the check-in departures areas, our tailored MCO Golden Keys training will ensure our team of Ambassadors are focused on the core values of Service and Efficiency to get customers through the landside and check-in phases in a timely fashion to maximize airside dwell times and boost non-aeronautical revenues.

This bespoke learning program will set the bar for airport concierge ambassadors and support GOAA to deliver on the mission to seamlessly connect Florida and the world through exceptional experiences, collaboration, and creativity.

### AirCare from the HEART

Our customer service approach uses award-winning customer service techniques from both the Walt Disney Company and the Ritz Carlton. Our AirCare from the HEART training educates and celebrates the best levels of customer service, emphasizing the importance of making an **emotional connection** with the guest. This program maximizes team members’ ability to deliver great guest service no matter where they work. Through constant, open communication, coaching, and correcting, our team ultimately decreases guest and team member complaints and increases positive guest experiences and retention rates. We provide ongoing customer service training and complement it with various incentive programs that reward our team members who deliver exceptional customer service. This strategy



of creating multiple pathways for positive motivation results in better satisfaction reviews and increased customer loyalty. Our philosophy provides every team member with the training, skill set, and immediate power to enhance a guest's experience and to resolve concerns without time-consuming hierarchical hurdles. All team members must memorize the process during training and receive constant refreshers after completion. We present an ABM pin to every graduate to affirm the value we place on being a *Difference Maker*.

ABM's AirCare from the HEART graduates successfully complete a practical course that includes:

- Introduction to crucial concepts like the difference between *meeting* and *exceeding* needs and understanding and acknowledging quality standards
- Role play using personal examples of good and bad service
- Visual examples in the classroom like the difference of one degree, one foot, and one minute to emphasize the symbolic one percent difference in service
- Professional videos contrasting average and *difference maker* customer service
- Explanation of incentive plans for team member customer care excellence
- End-of-the-course required assessment

Our proven training promotes:

- The mindset that guest needs are the priority
- Anticipating the needs of the guests - note facial expressions
- Making the customer feel special and individual
- Relaxing guests through care to enhance their travel experience

ABM is committed to hiring all qualified current employees and will work to guide these employees into seeing their roles as customer service ambassadors. Our team members are trained to provide an unparalleled level of service to all guests. Integral to our training, our team members will, at minimum, be confident employees who are committed to:

- Arriving to work in a clean uniform ready to represent GOAA and ABM positively
- Maintaining proactive communication with guests and team members
- Meeting and greeting all passengers with a smile
- Creating appropriate personal connections with guests
- Being helpful, articulate, courteous, and accurate
- Communicating clearly
- Demonstrating concern for guests' wellbeing by effectively assisting all passengers
- Providing guests and employees with accurate information regarding GOAA and surrounding areas

## Recurrent Training

Our managers conduct recurrent training sessions for team members at your airport. These technical sessions concentrate on specific job tasks and duties, such as specialized certifications and interdisciplinary training. Team members train in groups specific to their function. Compliance is measured and tracked by attendance, job performance, tests, etc. to ensure team members receive the

proper level of training. We provide ongoing support to our team members as they grow and develop in their careers. Our culture encourages team members to openly communicate with managers to develop a career path that builds on individual strengths and talents. Performance reviews further facilitate ongoing coaching and development so each team member continues to prosper.

## ABM University

A guest experience program can only be successful if the team members servicing your airport are properly trained. To ensure we stay up-to-date, ABM developed a unified workforce platform for learning and knowledge management, known as ABM *University*, to oversee, manage and track all aspects of formal learning across ABM.



## Management Training

Satisfied and highly trained team members recognize the potential for career advancement and serve clients with excellence.

Training is an investment in our team members' and company's future. Many of our current managers began their careers as frontline workers. We support our managers' continuing education efforts with training curricula and support related to a myriad of relevant topics, including:

- Business acumen
- Client service
- Communication skills
- Leadership and managerial development
- Employment law and supervisory skills
- Software training
- Professional association memberships
- Safety certification courses
- Key control procedures

Development opportunities help team members hone leadership, management, and other skills that directly apply on the job. Team members feel encouraged to move forward personally and professionally.

Our commitment to training helps us retain top talent and directly impacts ABM's, superior levels of quality, and client service that our clients expect and demand.

## People Leader Playbook

People leaders at ABM are managers and supervisors who have direct and frequent interaction with team members. Although job responsibilities differ between operational and non-operational leaders, successful people leaders demonstrate similar behaviors.

We developed a people leader playbook designed to provide our team members with actionable insight to see improved result that directly impact our clients. This playbook was developed through extensive internal research with people leaders across ABM and consists of steps to take for higher team productivity, motivation, accountability, and more.



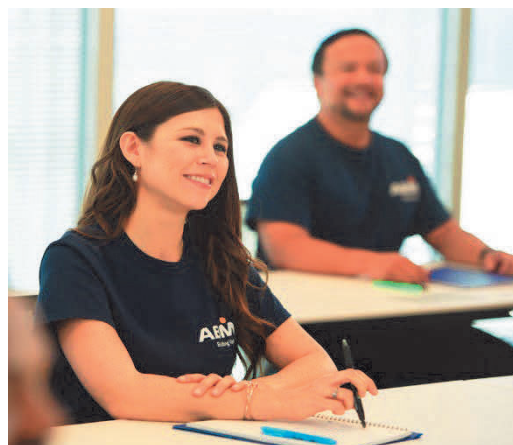
### Leading with a Service Mindset

Our leadership training, Leading with a Service Mindset, would be built into the GOAA Customer Ambassador training program for Supervisors and above. This training has been designed to support and develop our leaders, specifically focusing on the attributes of an engaging leader, developing the skills to balance leading for service and ensuring operational needs run perfectly.

For our Customer Ambassadors to be successful, our leaders have to enable them to deliver Exceptional Experiences to their best potential, with freedom, authenticity, and positive intention. The leaders are the foundation to the overall team’s success, creating, training, sustaining, and improving our team’s passion and commitment. We will train our GOAA Customer Ambassador leaders to be customer-focused in their decision-making, clear communicators, and advocates for their teams.

### Encouraging Professional Growth

ABM Aviation provides ongoing support to its employees as they grow and develop in their careers. Our culture encourages each employee to openly communicate with his or her manager to develop a career path that builds on individual strengths and talents. Performance discussions further facilitate ongoing coaching and development so that each employee continues to prosper.



We support employees as they grow in their careers. MCO will be serviced by employees who are allowed to grow, which typically results in higher productivity and better service quality. Our culture encourages each employee to openly communicate with his or her manager to develop a career path that builds on individual strengths. The quality of each individual employee’s service continually improves because of the ongoing coaching eased by regular performance reviews.

## Training Matrix

Please see the following chart for a full breakdown of our Training Plan.

Training Course - All	Delivery	Frequency	Hours
<b>GOAA – Delivering Exceptional Experiences (To be created by EF)</b>	EF instructors	On-boarding + annual refresh	2
<b>Onboarding - All</b>			
<b>ABM Orientation</b>	ABM instructors, ABMU	On-boarding	2
<b>Customer Care</b>	EF LMS	On-boarding	1

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AirCare from the HEART	ABM instructors, ABMU	On-boarding	1
Service Recovery	EF LMS	On-boarding	1
Effective Team Working	EF LMS	On-boarding	1
Performance Success at GOAA	EF LMS	On-boarding	1
Terminal Orientations	EF instructors	On-boarding	2
Managing Conflict	EF LMS	On-boarding	0.75
IT Processes & Usage	EF managers	On the job training	
Mental Health & Wellbeing	EF LMS	On-boarding	0.5
Diversity, Equity, & Inclusion	ABMU	On-boarding	1
Communication Device/ WorkLife	ABMU	On-boarding	1
E-pay	ABMU	On-boarding	1
<b>Supervisor/Sr Leader</b>			
Leading Disability Inclusion	EF LMS	On-boarding	1
Practical People Management	EF LMS	On-boarding	1.5
Masterclass in the Value of Trust	EF LMS	On-boarding	1
Leading Performance Success at GOAA	EF LMS	On-boarding	1
Building an Effective Team	EF LMS	On-boarding	1
Managing Conflict in the Team	EF LMS	On-boarding	1
Recruitment & Selection	EF LMS	On-boarding	1
<b>Sr Leader</b>			
Leading for Service	EF instructors	On-boarding	4
Coach Lead Leadership	EF LMS	On-boarding	2
Managing Grievance & Disciplinary Meetings	ABM	On-boarding	1
Influential Leadership	EF instructors	On-boarding	1
Managing Poor Performance	ABM	On-boarding	1
<b>Recurring - All</b>			
Preventing Discrimination and Harassment	ABMU	Annual	2
Unconscious Bias	EF LMS	Annual	1
People Leaders Building a Caring Work Culture	ABMU	Annual	1



# Keys to a Successful Transition

ABM understands the sensitivity around transition with a new partner. We provide a dedicated transition team that manages a seamless transition that assures that there is no interruption of business activities.

The key for any successful transition is communication and information. The more information we have about your operations, the better we can address your needs up front—avoiding potential issues in the middle of a transition. Communication addresses any concerns or issues stemming from the outgoing contractors.

- Clearly communicates expectations and requirements
- Helps to set aside time for current employees to interview with the new organization that does not interfere with current operations
- Notifies of any ongoing, major projects that may not be completed and could possibly disrupt operations
- Shares site-specific documentation including equipment lists, security procedures, schedules, etc.
- Set up key and lock controls / card access

A successful transition is one that causes no disruption of the guests' day and is seamless. Our approach to this project is to tailor our project plan to specifically address MCO's requirements while utilizing our proven documented processes. We analyze the information gathered from tours of your airport and weekly scheduled discussions with your representatives and couple the information with knowledge gained from our experience providing passenger services at similar facilities.

