

BOARD DATE: 8/21/2024 ITEM NB J



GREATER ORLANDO AVIATION AUTHORITY

Innovation Connecting the World

24-163-B-RFP

Customer Service Ambassadors - Location 2 Terminal C and Train Station

November 1, 2024 - October 31, 2029

VIP Hospitality LLC

Gregory Worrell

1451 West Cypress Creek Road, Suite 201

Pompano Beach, FL 33069

gregory.worrell@viphospitalityservices.com

Contract

This Agreement/Contract is made and entered into effective as of Oct 7, 2024 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 **VIP HOSPITALITY LLC**, 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-B-RFP, Customer Service Ambassadors Location 2 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 Scope of Work, the Terms and Conditions, the Federal Provisions, any Addenda issued prior to the execution of the Contract, the Request for Proposal, and Awarded Contractor's response, 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

“AVIATION AUTHORITY”



By: **box** SIGN 1V3O39J4-4L6LPKP2

Name/Title: Kevin J. Thibault CEO

Date: Oct 7, 2024

VIP HOSPITALITY LLC

“CONTRACTOR”



By: **box** SIGN 1X33XKVV-4L6LPKP2

Name/Title: Michael Workman CEO

Date: Sep 19, 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 1R60P9LP-4L6LPKP2

Date: Oct 3, 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: VIP Hospitality LLC

Nongovernmental Entity's FEIN: [REDACTED]

Authorized Officer or
Representative Name and Title: Michael Workman CEO

Nongovernmental Entity's Address: 707 S Grady Way , Suite 600

City: Renton State: WA ZIP: 98057

Phone Number: 480-404-2022 Email Address: michael.workman@viphospitalityservices.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.

Michael Workman

By: : **box** SIGN 1X33XKWV-4L6LPKP2
Authorized Officer or Representative for Nongovernmental Entity

Print Name and Title: : Michael Workman CEO

Date: Sep 19, 2024

Management Fee and Reimbursable Expense Budget Location 2

Management Fee Location 1	VIP Hospitality LLC
Year 1	\$1,099,154.00
Year 2	\$1,132,129.00
Year 3	\$1,166,092.00
Year 4	\$1,201,075.00
Year 5	\$1,237,108.00
Sub – Total Management Fee Location 2	\$5,835,558.00
Reimbursable Expense Budget Location 2	
Year 1	
Reimbursable Payroll Budget	\$4,659,600.00
Operating Expense Budget	\$80,200.00
Year 2	
Reimbursable Payroll Budget	\$4,799,900.00
Operating Expense Budget	\$82,700.00
Year 3	
Reimbursable Payroll Budget	\$4,944,300.00
Operating Expense Budget	\$85,300.00
Year 4	
Reimbursable Payroll Budget	\$5,093,400.00
Operating Expense Budget	\$87,900.00
Year 5	
Reimbursable Payroll Budget	\$5,246,600.00
Operating Expense Budget	\$90,700.00
Sub-Total Reimbursable Expense Budget Location 2	\$25,170,600
Location 2 Terminal C & Train Station Contract Total Amount Not-to-Exceed	\$31,006,158.00

Performance Bond

Performance Bond No.: 3526972

Performance Bond Expiration Date: 9/1/2025

PERFORMANCE BOND FORM

GREATER ORLANDO AVIATION AUTHORITY

KNOW ALL MEN BY THESE PRESENTS
that VIP HOSPITALITY, LLC

_____, hereinafter called
Principal,
Suretec Insurance Company and

_____, a corporation organized under the laws of the State of
Texas _____ 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 21st 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:

VIP HOSPITALITY, LLC
Principal (Name of Contractor)

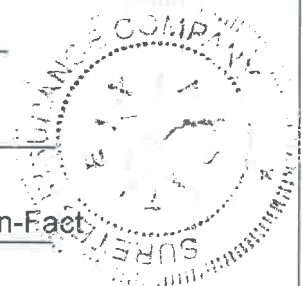
Jesca Korabek
Witness
[Signature]
Witness
(Seal)

By: [Signature]
(Signature)
Its: Michael Workman, CEO
(Title)

Suretec Insurance Company
Name of Surety

[Signature]
Witness Tyler D. DeBord
Vincent DeLuca
Witness Vincent DeLuca

By: [Signature]
(Signature)
Its: Stephen P. Farmer, Attorney-In-Fact
(Title)



Address: 2103 CityWest Blvd, Suite 1300, Houston, TX 77042

Telephone No.: 888-867-6900

Fax No.: 512-732-8398

E-Mail Address: suretyclaims@markel.com

[Signature]
(Countersignature by Stephen P. Farmer, Attorney-In-Fact & Resident Agent
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.

OATH OF SECRETARY

GREATER ORLANDO AVIATION AUTHORITY

I, Levon Arabian, certify that I am the Secretary of the corporation named as Principal in the foregoing Performance and/or Payment Bonds; that Michael Workman who signed the said Bond(s) on behalf of the Principal was then CEO 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)

SureTec Insurance Company

LIMITED POWER OF ATTORNEY

Know All Men by These Presents, That SURETEC INSURANCE COMPANY (the "Company"), a corporation duly organized and existing under the laws of the State of Texas, and having its principal office in Houston, Harris County, Texas, does by these presents make, constitute and appoint

Stephen P. Farmer, Tyler D. DeBord

its true and lawful Attorney-in-fact, with full power and authority hereby conferred in its name, place and stead, to execute, acknowledge and deliver any and all bonds, recognizances, undertakings or other instruments or contracts of suretyship to include waivers to the conditions of contracts and consents of surety for, providing the bond penalty does not exceed

Five Million and 00/100 Dollars (\$5,000,000.00)

and to bind the Company thereby as fully and to the same extent as if such bond were signed by the President, sealed with the corporate seal of the Company and duly attested by its Secretary, hereby ratifying and confirming all that the said Attorney-in-Fact may do in the premises. Said appointment is made under and by authority of the following resolutions of the Board of Directors of the SureTec Insurance Company:

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

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

Be it Resolved, that the signature of any authorized officer and seal of the Company heretofore or hereafter affixed to any power of attorney or any certificate relating thereto by facsimile, and any power of attorney or certificate bearing facsimile signature or facsimile seal shall be valid and binding upon the Company with respect to any bond or undertaking to which it is attached. (Adopted at a meeting held on 20th of April, 1999.)

In Witness Whereof, SURETEC INSURANCE COMPANY has caused these presents to be signed by its President, and its corporate seal to be hereto affixed this 13th day of December, A.D. 2023.

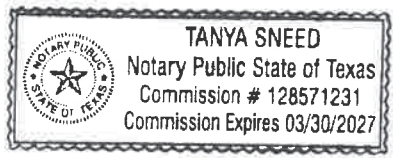


SURETEC INSURANCE COMPANY

By: *Michael C. Keimig*
Michael C. Keimig, President

State of Texas ss:
County of Harris

On this 13th day of December, A.D. 2023 before me personally came Michael C. Keimig, to me known, who, being by me duly sworn, did depose and say, that he resides in Houston, Texas, that he is President of SURETEC INSURANCE COMPANY, the company described in and which executed the above instrument; that he knows the seal of said Company; that the seal affixed to said instrument is such corporate seal; that it was so affixed by order of the Board of Directors of said Company; and that he signed his name thereto by like order.



Tanya Sneed
Tanya Sneed, Notary Public
My commission expires March 30, 2027

I, M. Brent Beaty, Assistant Secretary of SURETEC INSURANCE COMPANY, do hereby certify that the above and foregoing is a true and correct copy of a Power of Attorney, executed by said Company, which is still in full force and effect; and furthermore, the resolutions of the Board of Directors, set out in the Power of Attorney are in full force and effect.

Given under my hand and the seal of said Company at Houston, Texas this 21st day of August, 2024, A.D.

M. Brent Beaty
M. Brent Beaty, Assistant Secretary

Any instrument issued in excess of the penalty stated above is totally void and without any validity. 910028
For verification of the authority of this power you may call (713) 812-0800 any business day between 8:30 am and 5:00 pm CST.

Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
8/19/2024

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.

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.

Table with 2 main columns: PRODUCER (Insperity Insurance Services, LLC) and CONTACT INFORMATION (Phone: (855) 677-6418, Fax: (866) 384-3402, Email: ins@insperity.com). Includes Insurer details: Hartford Underwriters Ins Co, Hartford Ins Co of the Southeast, Twin City Fire Insurance Co.

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

Main table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSD, SUBR WVD, POLICY NUMBER, POLICY EFF (MM/DD/YYYY), POLICY EXP (MM/DD/YYYY), LIMITS. Rows include Commercial General Liability, Automobile Liability, Umbrella Liab, Workers Compensation, and EPLI.

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

CERTIFICATE HOLDER CANCELLATION

Table with 2 columns: CERTIFICATE HOLDER (Greater Orlando Aviation Authority Procurement Department) and 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. Includes signature of Samantha Arnold).

Addendums 1 and 2

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

Date: February 13, 2024

CUSTOMER EXPERIENCE CONTRACT:
Location 1: Terminal A & B

REIMBURSABLE EXPENSES

<u>Payroll Expenses:</u>	FTE	Year 1	Year 2	Year 3	Year 4	Year 5
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
	116	\$ 5,665,300	\$ 5,835,800	\$ 6,011,400	\$ 6,192,300	\$ 6,378,600
<u>Operating Expenses:</u>						
- 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
		\$ 89,000	\$ 91,700	\$ 94,600	\$ 97,500	\$ 100,600
<u>Total Reimbursable Payroll & Operating Expenses</u>		\$ 5,754,300	\$ 5,927,500	\$ 6,106,000	\$ 6,289,800	\$ 6,479,200

*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

<u>Payroll Expenses:</u>	FTE	Year 1	Year 2	Year 3	Year 4	Year 5
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
	96	\$ 4,659,600	\$ 4,799,900	\$ 4,944,300	\$ 5,093,400	\$ 5,246,600
<u>Operating Expenses:</u>						
- 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
		\$ 80,200	\$ 82,700	\$ 85,300	\$ 87,900	\$ 90,700
<u>Total Reimbursable Payroll & Operating Expenses</u>		\$ 4,739,800	\$ 4,882,600	\$ 5,029,600	\$ 5,181,300	\$ 5,337,300

*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

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

Date: February 9, 2024



GREATER ORLANDO AVIATION AUTHORITY

Request for Proposal (RFP)

24-163-RFP

Customer Service Ambassadors

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.

The remainder of this page is intentionally blank.

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 (10th) 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 (1/12th) 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.

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 (10th) 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 (10th) 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 (4th) 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 (6th) 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 (3rd) 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 (4th) 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
				<u>4</u>
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
				<u>116</u>

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
				<u>4</u>
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
				<u>96</u>
			Total FTE	100

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, 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; 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), 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-Arrowney 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 AWARDED CONTRACTOR'S RESPONSE



[VIP HOSPITALITY LLC] RESPONSE DOCUMENT REPORT

Solicitation No. 24-163-RFP

Customer Service Ambassadors

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

Report Generated: Friday, May 31, 2024

VIP Hospitality LLC Response

CONTACT INFORMATION

Company:

VIP Hospitality LLC

Email:

gregory.worrell@viphospitalityservices.com

Contact:

Gregory Worrell

Address:

1451 West Cypress Creek Road

Suite 201

Pompano Beach, FL 33069

Phone:

(425) 999-2159

Website:

www.viphospitalityservices.com

Submission Date:

Feb 26, 2024 9:04 PM

ADDENDA CONFIRMATION

Addendum #1

Confirmed Feb 14, 2024 2:30 PM by Michael Workman

Addendum #2

Confirmed Feb 14, 2024 2:30 PM by Michael Workman

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

VIP Hospitality LLC

Gregory Worrell

Corporate Office

707 S Grady Way, Suite 600, Renton, WA 98057

Local Office

1451 West Cypress Creek Road Suite 201, Pompano Beach, FL 33069

425-999-2159

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

Pass

Maximum response length: 200 characters

LLC - S Corp

3. Federal employer identification number*

Pass

Maximum response length: 200 characters

26-3650125

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.

VIP_Hospitality,_LLC-FL-Certified_Copy_of_Evidence.pdf

MINIMUM EXPERIENCE*

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*

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

CCSS Contract: Consolidated Customer Support Services

Contract Start December 2014 to Current - End December 31st, 2027 - 10 years experience within past 10 yrs.

VIP currently provides 7days per week/ 365 year/ 24 hrs on call based on incoming international flight schedule. Stakeholder relationships include SEA, CBP, Airlines Station Managers, TSA and Service partners. Contract services for:

- Terminal Ambassador Checkpoints, Virtual Queuing
- Wayfinding, Customer Engagement
- International Arrival Facility, CBP Line Queue Management
- Customer Engagement
- Baggage Services, Landside Operations

Seattle Tacoma Airline Consortium

Contract Start April 2022 - End April 2026 - 2 years' experience on this 4 yr contract within past 10 years. VIP started with STAC in 2019 with TSA Exit Lanes that is still in process, Checkpoint lanes for a total of 5 years with in past 10 years.

VIP currently provides 7days per week/ 365 year/ 24 hrs on call based on incoming international flight schedule. Stakeholder relationships include SEA, CBP, Airlines Station Managers, TSA and Service partners. Customer service and queue line management, wayfinding and FIS, TSA Airport Security contract service for:

- Premium Lane Checkpoints – Priority Status, First Class Passengers 2022-2026
- Support TSA Exit Lane Security & Divesture Process 2019-Present

Phoenix Sky Harbor - Volunteer and Guest Services Management

Contract Start June 2022 - End June 2026 - 2+ years' experience on this 4 yr contract within past 10 years

VIP currently provides 7days per week/ 365 year/ 24 hrs on call service for

- Terminal Ambassador & Navigator Wayfinding, Virtual Queuing

- Rental Car Center, Aviation Headquarters Reception (AOB)

Services include FIS, Queue Management, Virtual Queueing, All Information Counters, Rental Car Center, Badge Office Desk, Traveling Tunes Live Music, and Aviation Headquarters (AOB) Reception, Volunteer management for 450+ Navigator Volunteers, Navigator Pet Buddy Program, Compassion Corner, Sensory Room and Chapel, Wayfinding, Customer service and PR Events.

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. Upload 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](#)

2023_Keleusmatic_Technologies_Inc._DBE_ACDBE_Certification_-_11May2023.pdf
Correspondence_Adding_of_NAICS_code_-_08Feb2024.pdf
Letter_of_Intent_VIP_-Keleusmatic.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_-_VIP_status_2.12.24_Gateway_Bank.pdf
Confidential_VIP_Hospitality_Financial_Statement.pdf
Confidential_VIP_Hospitality_LLC_-_CPA_Financial_Statement.pdf
Confidential_VIP_Hospitality_BalanceSheet_2023.pdf
Confidential_VIP_Hospitality_ProfitandLoss_2023.pdf
Confidential_VIP_Hospitality_StatementofCashFlows_2023.pdf

Confidential_VIP_Hospitality_BalanceSheet_2022.pdf
Confidential_VIP_Hospitality_ProfitandLoss_2022.pdf
Confidential_VIP_Hospitality_StatementofCashFlows_2022.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.

COI.pdf
AM_BEST_HARTFORD_UNDERWRITERS.pdf
Proof_of_Insurability_Letter_-_VIP.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.

VIP_Hospitality_GOAA_Bondability_letter_.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



February 22, 2024

Janice Hughes
Assistant Manager, Continuing Services GOAA ANNEX BUILDING
5855 Cargo Road
Orlando, FL 32827-4399

RE: REQUEST FOR PROPOSALS 24-163 RFP for Customer Service Ambassadors at MCO

VIP Hospitality (VIP) is honored to respond to the 24-163 RFP for Customer Service Ambassadors at MCO. With over 20+ years each of upper management experience in both hospitality and airport management, our team brings unparalleled expertise to deliver exceptional customer service in dynamic environments.

Founded in 2004 with a mission to prioritize individual people, VIP Hospitality has established a reputation for excellence in airport environments by fostering a “people first culture.” Our commitment to becoming partners with our clients in pursuit of this goal aligns perfectly with MCO’s vision to create a uniquely special experience for their guests.

We know how important it is to choose the right travel partner to take with you on your journey.

The advantages of doing business with VIP:

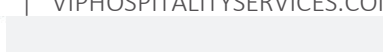
- **Local Presence:** Our National Vice President, Justin Suite, resides in Florida, ensuring immediate accessibility and support. We have a local team of managers and MBE partner and a transition team ready to work with you.
- **Experienced Leadership:** Our General Managers and Operational Managers boast decades of hospitality experience, including work experience at MCO, providing in-depth knowledge of the airport’s operations and seamless transitions.
- **Close Support:** Our Fort Lauderdale office is equipped with an HR Specialist and Administrative support and offers proximity for swift assistance as needed.
- **No Learning Curve:** With our extensive experience managing similar contracts, there’s no learning curve in managing the scope of this project - it’s what we excel at. We have matching experience in two large contracts in PHX and SEA where we have high satisfaction rates. We are the 10-year incumbent on our matching scope contract in SEA.
- **Proven Track Record:** We have a demonstrated history of success in managing budgets, risk, audits, operational change orders, and achieving success with our stakeholders.
- **Commitment to Diversity:** Our successful management of WMBE subcontractor partnerships showcase our dedication to meeting and exceeding mandated contractual percentage goals.
- **Customer Service Training:** We understand MCO’s requirement for un- equaled customer service. Our holistic training approach is inspired by industry leaders such as Q Principle, the Ritz Carlton and the Disney Institute, ensuring that our service standards are second to none.

Good things come to those who “go.” VIP Hospitality is ready to go! Ready to elevate and align with MCO, ready to build and train our team to execute, innovate and bring new ideas to life, and ready to prove to you that we will be the partner of choice for the Customer Service Ambassadors Contract at Orlando International.

Sincerely,

Michael Workman, President Gregory Worrell, Vice President

VIP Hospitality LLC | VIPHOSPITALITYSERVICES.COM



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

Background, History, and Locations – Co-Owners Michael Workman and Gregory Worrell partnered to found VIP Hospitality (VIP) in 2004 to help elevate the much-needed customer touchpoint experience within the airport environs by adopting a "people first culture" and become a partner with our client's brand for that goal. Both owners each have an average of 30+ years of domestic and international hospitality customer service-related experience in Airport Ambassador and Security, Airline above wing agents, Airline Lounges, Hotels, Conference Centers, Restaurants, and Country Clubs. VIP Hospitality has become one of the preferred service contractors for airlines and service providers and the Port of Seattle at SeaTac International Airport for the past 20 years. Our company has grown nationally to include offices in SeaTac International Airport in Seattle and Sky Harbor Airport in Phoenix, with support offices in Fort Lauderdale, FL, Atlanta, GA and Kailua-Kona, Hawaii. VIP is headquartered in Renton, WA.

VIP Hospitality ("value individual people") is a Limited Liability S-Corp in business for 20 years. We currently have over 300 employees and manage 200 navigators. Greg and Michael are active owners, interacting with all airport clients and employees. VIP has a National Vice President based in Florida, a National HR Director supported by a SHRM Specialist team, Training Partners, and a team of three General Managers based onsite at our airports. Currently supporting our General Managers are 11 operations managers and 26 supervisors.

Key Personnel Qualifications – Owner's with domestic and international Airport/Airline/Lounge hospitality management, Vice President with multi-unit national experience, HR Director SHRM qualified, GM's with decades of major Airport & Hospitality background, including past work at MCO.

Experience – Preferred contractor with 20 years of Airport/Airline/Lounge customer support services 365/24/7 managing 150,000-200,000 daily Terminal passengers and International Arrival passengers, similar in scope to MCO, including Terminal Checkpoints, Virtual Queuing, Divesture and Exit Checkpoints (TSA), Landside Services and International Arrival Facilities (CBP), law enforcement, tenants, and Airline operators.

WHY VIP HOSPITALITY STANDS OUT AS CHOICE PARTNER:

OUR SERVICE PROMISE

We promise that our performance reflects our pride, commitment, and unparalleled integrity, just as we respect ourselves and our loved ones at home.

Our Purpose - We matter because we make a difference for our passengers, co-workers, and internal customers by lifting their spirits.

Our Vision - We excel in every engagement, one interaction, and one smile at a time to create a welcoming feeling of belonging and importance.

Our Mission- We stand for pride, integrity, respect, honesty, fairness, and self-accountability, and where our passion and authenticity play a constant role in fulfilling expectations through human engagement and genuine care.

These traits are standard for our teammates' work expectations and part of our internal culture:

- Warm Welcome
- Ready to Serve
- Friendly Tone and Approachable
- Initiative-taking Situational Awareness
- Ready to Work

The motto that we utilize to drive our service operation is *“Every flight, every day, every customer, every touch point, every time.”*

PARTNERSHIP WITH AUTHORITIES

Our service journey at two of our key airports has allowed us to develop successful ongoing relationships with key authorities and stakeholders across the airport community, including current cooperative relationships with the Port of Seattle, the City of Phoenix, Customs Border Protection (CBP), the Transportation Security Administration (TSA), law enforcement, and other government agencies, tenants, and airline operators.

VIP has been one of the preferred service contractors for airlines, service providers, and the Port of Seattle at SeaTac International Airport since 2004. All contracts we operate with our clients are 365 days per year, and most operate on a 24/7 basis. Our various service operations had one thing in common– to instill a positive impression on the guest/air traveler. We aim to connect emotionally with our guests and anticipate and assist with their unique needs. Partnerships around customer service are developed with our training and engagement service partner, Q-Principle, who understands the business's needs and the service level our employees need to provide.

NOTABLE ACHIEVEMENTS

- Multiyear renewals of multiple concurrent contracts.
- 96% CX customer satisfaction scores on a consistent basis through surveys and assessments
- Staff speaking 27 different languages plus ASL
- Managed Cruise ships traffic, celebrity events, Airport events, and Super Bowls within our current airport contracts.
- We have been working on SEA on the same scope for 14 years.
- Multiple customer service awards at our airports

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

a. CCSS Contract: Consolidated Customer Support Services

VIP currently provides 7days per week/ 365 year/ 24 hrs on call based on incoming international flight schedule. Stakeholder relationships include SEA, CBP, Airlines Station Managers, TSA and Service partners. Contract services for:

- Terminal Ambassador Checkpoints, Virtual Queuing
- Wayfinding, Customer Engagement
- International Arrival Facility, CBP Line Queue Management
- Customer Engagement
- Baggage Services , Landside Operations

Contract Start -New Contract December 2014 to Current - End December 31st, 2027 (10 years incumbent) – total of 10 years with the past 10 years on this scope.

b. Seattle Tacoma Airline Consortium

VIP currently provides 7days per week/ 365 year/ 24 hrs on call based on incoming international flight schedule. Stakeholder relationships include SEA, CBP, Airlines Station Managers, TSA and Service partners. Customer service and queue line management, wayfinding and FIS, TSA Airport Security contract service for:

- Premium Lane Checkpoints – Priority Status, First Class Passengers
- Support TSA Exit Lane Security & Divesture Process

Contract Start - April 2022 - End April 2026 (4 year) Premium Lane, 2019 - present for TSA Exit and Divesture Officer - total of 5 years out past 10 years on this scope.

c. Phoenix Sky Harbor - Volunteer and Guest Services Management

VIP currently provides 7days per week/ 365 year/ 24 hrs on call service for

- Terminal Ambassador & Navigator Wayfinding, Virtual Queuing
- Rental Car Center, Aviation Headquarters Reception (AOB)

Services include FIS, Queue Management, Virtual Queueing, All Information Counters, Rental Car Center, Badge Office Desk, Traveling Tunes Live Music, and Aviation Headquarters (AOB) Reception, Volunteer management for 450+ Navigator Volunteers, Navigator Pet Buddy Program, Compassion Corner, Sensory Room and Chapel, Wayfinding, Customer service and PR Events

Contract Start June 2022 - End June 2026 – total of 2+ years of a 4 year contract on this scope in past 10 years.

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

Organization's Name: Port of Seattle – Seattle-Tacoma International Airport

Address: 17801 International Blvd, Seattle, WA 98158-1201

Client Contact: Sabin Mudaliar, Senior Manager Terminal Operations

Contact info: 206-258-0771 cell, 206-787-7523 office, | mudaliar.s@portseattle.org

Description of project: Consolidated Customer Support Services contract that covers terminal, IAF, Landside similar size and to needs as MCO. Management and operations customer service support for SEA at checkpoints, wayfinding, queue management, baggage, IAF, surveys and data collection. 175+employees including GM, 8 Ops managers, Supervisors, and hourly.

Respondent's Role and Identify the Lead Individual: Provide customer service staff, management, and operations to support locations listed above. General Manager: James Thompson

Date of services: 2014 – present (awarded 4 times back-to-back) contract started in FIS and SEA consolidated all customer service contracts together in 2021. Current contract is 2023 – 2027. Current client.

Organization's Name: City of Phoenix – Phoenix Sky Harbor International Airport

Address: 3400 E Sky Harbor Blvd, Phoenix, AZ 85034-4403

Client Contact: Misty Cisneros-Contreras, Superintendent of Customer Service

Contact info: 602-273-8888 office / cell 602-316-2949 / Misty.Cisneros-Contreras@phoenix.gov

Description of project: Volunteer and Guest Services Management contract overseeing 350+ volunteers through Navigator program, Guest Service management providing passenger assistance in the FIS, brochure distribution, lost and found, mail-back, information counters throughout terminal and rental car facility, front desk of aviation headquarters, badge office, Compassion Corner, Chapel, and music program. 55+ employees -GM, AGM, Supervisors, Coordinator, and Guest Service Ambassadors.

Respondent's Role and Identify the Lead Individual: Provide customer service staff, management, and operations to support locations listed above. General Manager: Eric Williams

Date of services: Current client, 2022-present

Organization's Name: Port of Seattle -Seattle-Tacoma International Airport

Contact Address: Dayton International Airport and Dayton Wright Brothers Airport - 3600 Terminal Drive, Suite 300, Vandalia, Ohio 45377

Client Contact: Daniel J. Zenk, Deputy Director of Aviation

Contact info: Cell:253-394-2634 / office 937-454-8214 / dzenk@flydayton.com

Description of project: Consolidated Customer Support Services contract that covers Terminal, IAF, Landside similar size and to needs as MCO. Management and operations customer service support for SEA at checkpoints, wayfinding, queue management, baggage, IAF, surveys and data collection. 175+employees including GM, 8 Ops managers, Supervisors, and hourly.

Respondent's Role and Identify the Lead Individual: Provide customer service staff, management, and operations to support locations listed above. General Manager: Sothan Luc

Date of services: 2014 – present (awarded 4 times back-to-back). Past client 2021-2022.

Organization's Name: Port of Seattle -Seattle-Tacoma International Airport

Contact Address: Paine Field, Snohomish County Airport | 220 100th St SW, Suite A, Everett, WA 98204

Client Contact: Joshua W. Marcy, Airport Director

Contact info: Office:425-308-2347 / Joshua.Marcy@snoco.org

Description of project: Consolidated Customer Support Services contract that covers terminal, IAF, Landside similar size and to needs as MCO. Management and operations customer service support for SEA at checkpoints, wayfinding, queue management, baggage, IAF, surveys and data collection. 175+employees including GM, 8 Ops managers, Supervisors, and hourly.

Respondent's Role and Identify the Lead Individual: Provide customer service staff, management, and operations to support locations listed above. General Manager: Sothan Luc

Date of services: 2014 – present (awarded 4 times back-to-back). Past terminal client in 2021.

Organization's Name: STAC (Seattle Tacoma Airline Consortium) – Sea-Tac International Airport

Address: 17801 International Blvd. PMB 110, Seattle, WA 98158

Client Contact: Shawn Thibault, General Manager

Contact info: Office: 206-392-9167 / Cell: 206-355-0003 / s.thibault@avairprosservices.com

Description of project: Premium Lane Support Services: Management and operations of the designated three premium lanes located at the security screening checkpoints. TSA Divestiture Officers and Exit Lanes: provide TSA through STAC staffing (TSA trained certified) of exit lanes and assist TSA in divesting and revesting passengers at security checkpoints.

Respondent's Role and Identify the Lead Individual: Provide customer service staff, management, and operations to support locations listed above. General Manager: Sharlene Grounder

Date of services: Exit lanes from 2019 – current | TSA DO 2023 – current | Premium Lanes 2021 – current. Current client.

CUSTOMER CENTRIC ORGANIZATION

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

For VIP Hospitality team members, customer service isn't what we do, it's who we are. The "VIP" in VIP Hospitality stands for "Value Individual People"; simply stated, we are unique humans serving other unique humans. Our individuality is celebrated daily as we empower our team to support SEA passengers and employees as they see fitting within our Principle of CARE.

CARE stands for:

- Commitment to Excellence
- Active & Helpful
- Reliable & Professional
- Engaging & Kind

VIP prides itself on being self-reflective to continuously improve our services and be able to quickly adapt to customer needs. VIP's business model and philosophy are to provide excellent customer service while assisting with the continued operation of the airport. Whenever a passenger enters any airport where VIP is present, passengers should know that they will get the needed service when they see the VIP brand. VIP's staff should always be well-groomed, portray a can-do attitude and demeanor, and show pride in the company and the work that we do.

VIP's diverse culture helps us better understand different customer bases which helps us provide services uniquely tailored to different airport needs. VIP's CARE standards allow us to operate in large-volume airports while ensuring our employees can provide excellent service to individual passengers.

VIP Hospitality's Seattle team has been recognized as the top leader in customer service amongst the 120 vendors in SEA. By adding High-Fives and secret shopper surveys, VIP has been able to train and coach our new and existing agents in a way that makes SEA one of the top ten airports in North America.

We have been proud in our achievements as Brand Ambassadors supporting SEA and PHX as we maintain a Customer Centric standard.

- 96% CX customer satisfaction scores at SEA on a consistent basis through survey assessments
- Part of Team that assisted SEA in winning multi-year Skytrax Awards for Best Airport Staff
- VIP Customer service staff regularly awarded recognition in SEA's High Five Program (Celebrating honorees who make SEA Airport a great experience for customers! Not only has their work contributed to prestigious awards from the airport rating organization Skytrax but, most meaningful, is the way they make a profound impact on people every day.)
- 20% of Total High Five Honorees in Q3 2023
- VIP Team Member recognized by SEA for the prestigious "Every day. Elevate Award"

VIP Hospitality's philosophy, operations, and ideas create a culture where the customer is always at the center during each interaction from small moments to big ones!



Your team has been recognized!

Check out this compliment about you!

Customer's Message:

Subject: Pax medical - SeaTac VIP Employees .

Description: Good afternoon,

At about 1945 on Tuesday 10/10 a passenger tumbled down the long escalator leading down to Alaska airlines baggage claim and suffered



Your team has been recognized!

Check out this compliment about you!

Customer's Message:

|

Subject: Sweet and Helpful Kudos

Description: On 11/29 at around 2200 Anne metering the TSA line at checkpoint 3 was very kind and friendly. I observed her go above and beyond to help take care of a Mother and her small son get through the line. She was cheerful and thoughtful! It was nice to witness. I hope this



Your team has been recognized!

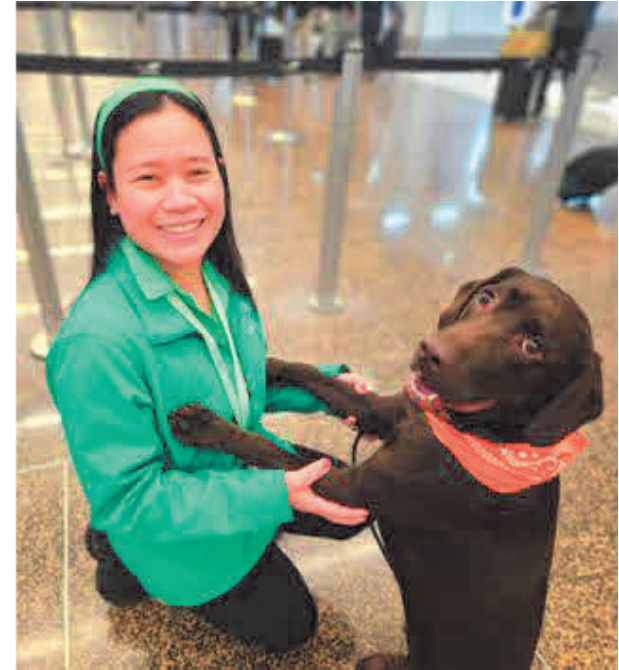
Check out this compliment about your team!

Customer's Message:

Subject: Exceptional kindness from Taufa

Description: Dear SEA Customer Service Team,

I am writing to you all to share about our experience with the kindest woman at your airport...Taufa. I am sure that you already know all about her and her



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

VIP Hospitality combines information technology and mobile devices into a seamless portal for Leadership and Ambassadors to provide accurate, proactive information to each and every interaction. Teams will be equipped with cellular/Wi-Fi connected Tablet devices, along with Relay communications device each shift.

Mobile Tablet Functionality

Teams at each position (airport information booths, roaming, etc.) and terminal level will maintain a persistent online connection to the MCO App, and proprietary VIP/MCO Branded Applications

- Awareness of information (News, Weather, Alerts) being communicated to the Public on a daily basis by MCO.
- Access to Airline websites and communication to support questions and guidance by Airline, including flight delays and cancellations.
- Wayfinding and pathing from current location to destination, including travel time.
- Live information on Security Wait Times
- Detailed information around Food & Dining, Shopping, Amenities and Services available at MCO pre- and post- security screening
- Utilization of QRC Codes to share information and websites to customer devices.
- Access to information and details around the local Orlando area, and attractions
- Ability to contact local transportation services and hotels to assist with accommodations as needed.

Relay+ Connected Communication

- Teams connected to Leaders at all times.
- Instant communication of alerts, events, or updates
- Coordination of daily shift briefings, whether group or one on one
- 30+ Language Translation services that guarantee interactions with a diverse range of customers

VIP Hospitality teams are equipped to support each and every customer interaction with accurate and up to date guidance, action, and information not only within MCO, but external as well. Every interaction is built to guide customers accurately from touchpoint to touchpoint.

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

Peter Curtis - On-site Manager for Orlando International Airport

With a 30-year career in Retail Hospitality, Peter Curtis stands out as an ideal candidate for the role of On-site Manager at MCO. He is a professional with diverse experience managing teams across hotels, airports, food/beverage, and recreation. His expertise encompasses vital areas, including business development, team building, analytical problem-solving, customer experience, & revenue generation.

As CLEAR GM of Operations at Orlando International Airport for the past 2 years, He demonstrated exceptional leadership overseeing 40 employees, including managers, ambassadors, tech teams, and leads. He collaborated with GOAA and TSA and successfully implemented cutting-edge biometric technology for secure & efficient checkpoints. His strategic partnership with various departments, from Marketing to Legal, ensured a seamless, frictionless experience for over 1500 members daily.

Peter's 4-years as Food and Beverage GM/Spectrum GM at NDM Hospitality and Premier Parks showcased his ability to spearhead successful openings. Managing over 75-90 employees, he created SOPs, hired staff, and optimized processes. Responsible for a

budget exceeding \$2.5 million, he consistently exceeded guest expectations through process adjustments and a focus on exceptional experiences.

As Food and Beverage Manager/Recreation at Waldorf Astoria Orlando/Hilton Bonnet Creek, he managed 3 restaurants and 3 bars, generating over \$3.5 million in annual sales. His collaboration with F&B outlets and effective communication with culinary teams underscored his commitment to top-notch service. Simultaneously managing the entire Recreation area, including the Kids Club, Cabanas, retail, and Pool, further showcased his multifaceted capabilities.

Peter's 6-year history with the Ritz-Carlton Company in various management roles, including Spa/Recreation Manager, Recreation Director in Orlando, and Recreation Director in Naples, demonstrates his commitment to excellence. He consistently delivered outstanding service, developed innovative training programs, and contributed significantly to achieving and maintaining 5-star ratings.

Peter Curtis brings extensive experience aligning with Orlando Airport's values, emphasizing exceptional service, integrity, and customer-centric leadership. His operational prowess and dedication to collaboration make him an ideal On-site Manager, ensuring the airport's continued success and growth while prioritizing customer experiences.

Anthony Brundrick - On-site Manager for Orlando International Airport

Anthony Brundrick, an accomplished leader with 18+ years of retail and operations leadership, is an exemplary candidate for the role of On-site Manager at MCO. Anthony possesses a robust skill set that aligns with Orlando's core values of service, integrity, efficiency, excellence, and transparency.

For the last 2 years as Director of Digital Experience at Sodexo Live! The Hospitality Groups Airline Lounges, Under his guidance, technology initiatives for 120+ lounges globally saw remarkable success, with IoT deployment (Internet of Things device and sensor system) increasing from 1% to an impressive 35% in 18 months. Notably, he achieved a 96% utilization of the contract management system, enhancing efficiency and compliance. His strategic talent was evident in developing and executing global/local innovation plans and managing substantial budgets, governance, and security assessments.

Spending a year as Senior Area Manager for Environmental Services, he supported a significant business portfolio across 23 lounges, driving a 5% improvement in cleanliness portfolio wide. Standardizing processes, chemicals, and training highlighted his commitment to operational optimization. He coordinated an annual preventative maintenance program through effective partnerships, showcasing his dedication to efficiency and excellence.

Anthony's previous role over 3 years as General Manager at Sodexo-Magic, Delta Sky Club Orlando International Airport, further solidifies his operational and leadership capabilities. Directing operations, training, and standards implementation, he contributed to a

5% improvement in cleanliness. His ability to optimize a \$3.5M+ operation through enhanced staffing, performance analysis, and the implementation of best practices showcases his commitment to excellence.

In his role at Kalera, Orlando, as Area Sales and Account Manager, he demonstrated his strategic mindset by collaborating with leadership to devise effective sales and pricing strategies. Through CRM management and effective account management, he increased customer purchases by 10%, highlighting his commitment to revenue generation and customer satisfaction.

Anthony's expertise in change, strategy, project management, and collaboration, along with a focus on innovation and customer satisfaction, makes him ideal for Orlando Airport's mission and vision.

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_Positions_Resumes.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_Positions_Resumes.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.

Org_chart_and_reporting_-_VIP.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__VIP.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_Plan_VIP.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

Orlando International Airport Guest Engagement and Feedback Program

VIP Hospitality's commitment to providing exceptional experiences at Orlando International Airport (MCO) extends beyond efficient travel logistics. We recognize the importance of engaging with airport guests, employees, and the public to continually enhance our services, amenities, and overall satisfaction. Our Guest Engagement and Feedback Program is designed to foster positive interactions, gather valuable insights, and ensure that MCO remains a world-class travel hub.

Airport Guest Interaction

- **Welcoming Approach:** Our team is trained to provide a warm and welcoming environment. From the moment guests step into the airport, our personnel will greet them with a smile and assist with any immediate inquiries or concerns. They will be trained to report any feedback daily they receive or observe to their supervisor.
- **Information Assistance:** Dedicated information kiosks and helpful team members will be strategically placed throughout the airport to guide guests, offering information on services, directions, and any ongoing events.
- **Proactive Assistance:** Our team will proactively approach guests who may seem uncertain or in need of assistance, ensuring that every traveler feels supported and valued throughout their journey.

Employee Engagement

- **Internal Training Programs:** We will invest in continuous training programs for airport employees, emphasizing the importance of positive interactions, empathy, and effective communication with both guests and colleagues while gently soliciting feedback about their experience at MCO.
- **Recognition Initiatives:** Recognition programs will be implemented to acknowledge and reward employees who consistently go above and beyond in providing outstanding service and implementing feedback received from airport guests, employees and the public. This positive reinforcement will contribute to a culture of excellence.
- **Feedback Channels for Employees:** Establishing open channels for employees to provide feedback and suggestions ensures that their voices are heard. Engaged and satisfied employees are more likely to create positive experiences for guests.

Public Interaction

- **Community Involvement:** we will actively engage with the local community through events, sponsorships, and partnerships. Building positive relationships with the general public fosters a sense of community pride and involvement.
- **Public Forums and Surveys** Regularly conducted public forums and surveys will be organized to allow the public to share their thoughts, opinions, and suggestions regarding airport services and amenities. This inclusive approach values the diverse perspectives of our community.

Feedback Collection Mechanisms

To further our commitment to continuous improvement and guest satisfaction, we will leverage the expertise of ASQ.org, a renowned platform for quality and service excellence. By integrating ASQ's advanced feedback collection mechanisms, we aim to provide guests, airport employees, and the public with a seamless and efficient channel to share their experiences.

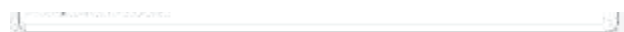
The survey tools and industry-leading methodologies will enhance our ability to gather comprehensive insights, enabling us to identify specific areas for improvement. This partnership reinforces our dedication to transparency and accountability, ensuring that the feedback we receive is analyzed and translated into actionable strategies. We are committed to setting new standards of excellence and continuously exceeding the expectations of those who travel through our gates.

- **Digital Feedback Platforms:** VIP Hospitality will implement user-friendly digital platforms, where employees and guests can provide real-time feedback on their experiences. This ensures immediate attention to any concerns or suggestions.
- **Interactive Feedback Stations:** Strategically placed interactive feedback stations within the airport will encourage guests to share their thoughts. These stations will be designed to be user-friendly and accessible to all, promoting inclusivity in the feedback process.

Analyzing and Implementing Feedback

- **Dedicated Feedback Team:** We will establish a dedicated team responsible for collecting, analyzing, and categorizing feedback. This team will collaborate with various airport departments to prioritize and implement improvements based on the received input.
- **Continuous Improvement Cycle:** Regular review sessions and continuous improvement cycles will be implemented to track progress, assess the impact of implemented changes, and identify new areas for enhancement based on evolving needs and expectations.

In concl	10	Sit Down Dining	43	92.72%	or all stakeholders. By actively seeking
and vali	11	Traffic Control Personnel	3	92%	r guests, employees, and the broader
commu	11	Rental Car Shuttle	6	92%	
vision.					



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

VIP Hospitality has extensive experience keeping customers engaged and aware of security checkpoint queues and wait times, as well as supporting stakeholder initiatives to expedite customer movement.

Customer Movement is coordinated through a 3 tiered approach – Accuracy of Information, Communication, and Wayfinding.

VIP Teams are experienced in both Line Queue Management and Overflow scenarios, playing a key role in Customer Movement, experience, organization, and Travel Group (Tour, Cruise, Athletic Teams) management through terminals and checkpoints.

Accuracy of Information

VIP Hospitality will work closely with Terminal Operations, and TSA to determine accurate wait times are being reported. Teams will routinely review Terminal communication, MCO App communication, in combination with manual tracking to ensure customers have the most up to date and accurate information around wait times at Checkpoints. When necessary, VIP will partner with Terminal Operations to expedite customers with special needs, or at risk of missing a flight due to longer than normal security checkpoint wait times. It is critical that every VIP Manager, Supervisor, Lead, and Customer Ambassador are frequently updated on wait times.

Communication

VIP Hospitality maintains communications equipment to ensure that On-Site Managers, Assistant Managers, and Supervisors are in constant communication with each Lead and Customer Service Ambassador. Teams will work to coordinate and manage line queues, communicate with customers best options for the quickest transition through security checkpoints, support communication around MCO Reserve, and provide wayfinding for customers moving through the Terminal. Customer Ambassadors are trained to proactively engage with customers, identify and de-escalate distraught passengers, and utilize communication equipment translation functionality to support a diverse customer base. Maintaining communication with Terminal Operations and stakeholders will support consistent communication to all customers throughout the terminal.

- **Training - Q Principle:** Live training using high-performance improv activities and roleplay to boost team member confidence with the goal of positive customer interactions. Additionally, Team members watch a video series that focuses on confidence building, intentional communication, and present-minded interactions.
- **Communication for Customer Service:** Team members practice active listening techniques, positive assertive communication, and role play scenarios where they can practice de-escalation techniques in a safe and controlled environment.

Wayfinding

As part of their training, all VIP Customer Ambassadors teams will be well versed on terminal layout and facilities – from ticket counters to shopping, restaurants, and restrooms. During heavy traffic patterns, and higher than average wait times Customer Service Ambassadors will be stationed throughout terminals to proactively inform customers of checkpoint wait times. Our goal is to support customers in making informed decisions as they transit through the terminal, and coordinate customer movement to checkpoints with the least congestion and/or wait times. Teams will also support and assist with MCO Reserve directions, and process.

Line Queue and Overflow Management

VIP Teams currently support SEA (Seattle-Tacoma International) with Line Queue and Overflow Management. VIP works closely with TSA and Operations to understand passenger forecasts and staffing each week to determine potential overflow scenarios.

- Line Queues and Stanchions are setup, expanded, and organized by VIP Teams each morning, and taken down as needed each evening.
- Customer Service Ambassadors at each checkpoint are in constant communication on independent channels using Relay devices to ensure accurate wait times are being communicated.
- Each Queue is supported with additional Customer Service Ambassadors to communicate with Customers, and provide direction through overflow.
- A Customer Service Ambassador is always positioned at the end of the line queue, using visible signage, to support and communicate with Customers.
- Additional Customer Service Ambassadors are positioned from the Checkpoint entrance to the end of the line to support Customer Experience, answer questions, assist in expediting customers at risk of missing flights, and maintaining line stanchions.
- VIP Teams maintain strong relationships with airlines to aide and support Travel Groups (Tour, Cruise, Athletic Teams, etc.) through terminals and checkpoints.

Ultimately, VIP Hospitality will coordinate Customer movements in partnership with Terminal Operations and TSA, provide accurate up to date information on wait times, support wayfinding from ticket counter to checkpoint, prioritize special need and distraught passengers, and most importantly proactively engage customers to provide guidance so they may make the best informed decision.

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_VIP.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_VIP.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

VIP Hospitality is partnered with MWBE Firm Keleusmatic Technologies, Inc. to meet the Aviation Authority MWBE participation goal of 20%. Keleusmatic Technologies will play an important role in supporting Staffing operations for both Terminal AB and Terminal C Train Stations.

- MWBE will staff 20% of All Reimbursable Ambassador Hours in each Terminal, along with providing 1 Supervisor, and 2 Leads.
 - a. MWBE will Staff a Lead and All Ambassadors in Level 2 of Terminal AB
 - b. MWBE will Staff a Lead and All Ambassadors in Level 1 and Airside of Terminal C
- VIP Hospitality and Keleusmatic will work side by side in each terminal, with connected leadership, to drive equivalent customer experience and collaboration amongst both teams.
- MWBE Staffing and Invoicing will be reviewed and tracked each month to ensure staffing consistency and MWBE participation goal is met or exceeded.
- MWBE Management Fee will be effectively budgeted and reviewed for MWBE participation.

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

This will serve as an affirmative statement that there are NONE

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

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

Current_w9.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_Disclosure_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	\$1,323,453.00	\$1,323,453.00
Year 2	Management Fee	1	Year	\$1,363,157.00	\$1,363,157.00
Year 3	Management Fee	1	Year	\$1,404,051.00	\$1,404,051.00
Year 4	Management Fee	1	Year	\$1,446,173.00	\$1,446,173.00
Year 5	Management Fee	1	Year	\$1,489,558.00	\$1,489,558.00
TOTAL					\$7,026,392.00

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
Year 1 Reimbursable Payroll and Operating Expense Budget					
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
Year 2 Reimbursable Payroll and Operating Expense Budget					
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
Year 3 Reimbursable Payroll and Operating Expense Budget					
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
Year 4 Reimbursable Payroll and Operating Expense Budget					
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

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
Year 5 Reimbursable Payroll and Operating Expense Budget					
1	Reimbursable Payroll Expense Budget	1	Year	\$6,378,600.00	\$6,378,600.00
2	Reimbursable Operating Expense Budget	1	Year	\$100,600.00	\$100,600.00
TOTAL					\$30,556,800.00

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	\$1,099,154.00	\$1,099,154.00
Year 2	Management Fee	1	Year	\$1,132,129.00	\$1,132,129.00
Year 3	Management Fee	1	Year	\$1,166,092.00	\$1,166,092.00
Year 4	Management Fee	1	Year	\$1,201,075.00	\$1,201,075.00
Year 5	Management Fee	1	Year	\$1,237,108.00	\$1,237,108.00
TOTAL					\$5,835,558.00

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
Year 1 Reimbursable Payroll and Operating Expense Budget					
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
Year 2 Reimbursable Payroll and Operating Expense Budget					
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
Year 3 Reimbursable Payroll and Operating Expense Budget					
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
Year 4 Reimbursable Payroll and Operating Expense Budget					
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
Year 5 Reimbursable Payroll and Operating Expense Budget					
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
TOTAL					\$25,170,600.00

State of Florida



Department of State

I certify the attached is a true and correct copy of the application by VIP HOSPITALITY, LLC, a Washington limited liability company, authorized to transact business within the state of Florida on January 29, 2024, as shown by the records of this office.

I further certify the document was electronically received under FAX audit number H24000039196. This certificate is issued in accordance with section 15.16, Florida Statutes, and authenticated by the code noted below.

The document number of this limited liability company is M24000001054.

Authentication Code: 524A00001962-013024-M24000001054-1/1

Given under my hand and the
Great Seal of the State of Florida,
at Tallahassee, the Capital, this the
Thirtieth day of January, 2024




Secretary of State

APPLICATION BY FOREIGN LIMITED LIABILITY COMPANY FOR AUTHORIZATION TO TRANSACT BUSINESS IN FLORIDA

IN COMPLIANCE WITH SECTION 605.0902, FLORIDA STATUTES, THE FOLLOWING IS SUBMITTED TO REGISTER A FOREIGN LIMITED LIABILITY COMPANY TO TRANSACT BUSINESS IN THE STATE OF FLORIDA:

1. VIP Hospitality, LLC
(Name of Foreign Limited Liability Company; must include "Limited Liability Company," "L.L.C.," or "LLC.")

(If name unavailable, enter alternate name adopted for the purpose of transacting business in Florida. The alternate name must include "Limited Liability Company," "L.L.C.," or "LLC.")

2. Washington
(Jurisdiction under the law of which foreign limited liability company is organized)

3. _____
(FEI number, if applicable)

4. N/A
(Date first transacted business in Florida, if prior to registration.)
(See sections 605.0904 & 605.0905, F.S. to determine penalty liability)

5. 707 S. Grady Way, Suite 600
(Street Address of Principal Office)

6. 707 S. Grady Way, Suite 600
(Mailing Address)

Renton, WA 98057

Renton, WA 98057

7. Name and street address of Florida registered agent: (P.O. Box NOT acceptable)

Name: CT Corporation System

Office Address: 1200 S Pine Island Rd #250

Plantation, Florida 33324
(City) (Zip code)

Registered agent's acceptance:

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this application, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relative to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.

Scott A. White

Scott A. White, Asst. Secretary January 26, 2024

(Registered agent's signature)



OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT

Governmental Center Annex

115 S. Andrews Avenue, Room A680 • Fort Lauderdale, Florida 33301 • 954-357-6400

May 11, 2023

Mr. Michael Yu
KELEUSMATIC TECHNOLOGIES, INC.
8362 Pines Blvd., #131
Pembroke Pines, Florida 33024

ANNIVERSARY DATE – Annually, on May 11th

Dear Mr. Yu:

Broward County is pleased to announce that **KELEUSMATIC TECHNOLOGIES, INC.** has renewed its certification as an **Airport Concessions Disadvantaged Business Enterprise (ACDBE)** and **Disadvantaged Business Enterprise [DBE]** in Florida, under a **Unified Certification Program [UCP]** in accordance with 49 CFR, PARTS 23 and 26.

ACDBE/DBE certification continues from your anniversary date but is contingent upon KELEUSMATIC TECHNOLOGIES, INC. renewing its eligibility annually through this office, Office of Economic and Small Business Development (OESBD). OESBD will notify you in advance of your obligation to provide continuing eligibility documents; however, ensuring continued certification is your responsibility. Failure to continue your eligibility will result in immediate action to decertify KELEUSMATIC TECHNOLOGIES, INC. as an ACDBE/DBE.

As long as KELEUSMATIC TECHNOLOGIES, INC. is listed in the DBE Directory, it is considered ACDBE/DBE Certified by all Florida UCP Members.

ACDBE/DBE Certification is subject to actions by governmental agencies impacting the disadvantaged status of KELEUSMATIC TECHNOLOGIES, INC.

KELEUSMATIC TECHNOLOGIES, INC. will be listed in Florida's **UCP DBE Directory** which can be accessed via the internet, at:

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

ACDBE/DBE certification is **NOT** a guarantee of work, but enables KELEUSMATIC TECHNOLOGIES, INC. to compete for, and perform, contract work on all USDOT Federal Aid (FAA, FTA and FHWA) projects in Florida as an ACDBE/DBE contractor, sub-contractor, consultant, and sub-consultant or material supplier.

Re: KELEUSMATIC TECHNOLOGIES, INC.

May 11, 2023

If, at any time, there is a material change in KELEUSMATIC TECHNOLOGIES, INC., including, but not limited to, ownership, officers, directors, scope of work being performed, daily operations, affiliations with other businesses or individuals or physical location of KELEUSMATIC TECHNOLOGIES, INC., you must notify OESBD, in writing, without delay. Notification should include supporting documentation. You will receive acknowledgement and confirmation of continued eligibility, if applicable after notification of changes.

KELEUSMATIC TECHNOLOGIES, INC. may compete for, and perform, work on all USDOT Federal Aid projects throughout Florida, receiving DBE credit for work performed in the following areas:

ACDBE:

NAICS CODE: 541512 Computer Systems Design Services
NAICS CODE: 541618 Other Management Consulting Services

DBE Only:

NAICS CODE: 238210 Electrical Contractors and Other Wiring Installation Contractors

Please feel free to contact OESBD for any questions or concerns pertaining to your ACDBE/DBE certification. Our telephone number is (954) 357-6400; our fax number is (954) 357-5674.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sandy-Michael McDonald". The signature is stylized and cursive.

Sandy-Michael McDonald, Director
Office of Economic and Small Business Development

From: [Marshall, Dawn](#)
To: [Michael Yu](#)
Subject: Re: Request to Add a NAICS Code to Keleusmatic Technologies, Inc.'s DBE Profile
Date: Thursday, February 8, 2024 08:31:24
Attachments: [Outlook-ipovjm5q.png](#)
[Outlook-yd4xq32e.png](#)
[Outlook-dbo2cvgh.png](#)
[Outlook-lskezmgk.png](#)
[Outlook-rqi1nrsl](#)

Per your request, NAICS Code 488119 has been added to your DBE and CBE Certifications. You will see the addition on your next renewal letters. On this date, the code has been added to both Directories.

Best regards,

Dawn



[Dawn Marshall](#), CCA, MPA, Small Business Development Specialist

Office of Economic and Small Business Development
115 S. Andrews Ave Room A680 | Fort Lauderdale, FL 33301
Office: (954) 357-6185 Fax: (954) 357-7782
www.broward.org/econdev

Follow and Like Us:



From: Michael Yu <Michael.Yu@Keleusmatic.com>
Sent: Thursday, February 8, 2024 10:23 AM
To: Marshall, Dawn <DMARSHALL@broward.org>
Subject: Request to Add a NAICS Code to Keleusmatic Technologies, Inc.'s DBE Profile

Ms. Marshall,
We would like to request that NAICS code to Keleusmatic Technologies, Inc.'s DBE and CBE profile. The code we are requesting is **488119 Other Airport Operations**. This code does not require a license and we have been doing this work under a more generalized **541618 Other Management Consulting**, even though this work is be performed at an airport.

Please let me know if you require additional information to add this code.

Thank you and Best Regards,
Michael

Michael Yu, RCDD | Principal Technologies Systems Engineer

Keleusmatic Technologies, Inc.

(v) +1 (954) 543-5701 | (m) +1 (917) 757-5454

(e) Michael.Yu@Keleusmatic.com

Under Florida law, most e-mail messages to or from Broward County employees or officials are public records, available to any person upon request, absent an exemption. Therefore, any e-mail message to or from the County, inclusive of e-mail addresses contained therein, may be subject to public disclosure.

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

Respondent: Name VIP Hospitality, LLC.
 Address 707 S Grady Way, Suite 600
 City Renton State WA Zip 98057

MWBE Firm: Name Keleusmatic Technologies, Inc.
 Address 8362 Pines Boulevard, Suite 131
 City Pembroke Pines State FL Zip 33024

MWBE Contact: Name: Michael Yu Phone (954) 543-5701
 Email: Michael.Yu@Keleusmatic.com

MWBE Certification Agency: Broward County OSEBD Expiration Date 11-May-2024
Each MWBE Firm shall submit evidence (such as photocopy) of their certification status

Scope of Work	Quantity	Rates	Total
Customer Service Ambassadors - Staffing			

Year 1: \$ 2,583,341
 Year 2: \$ 2,661,077
 Year 3: \$ 2,741,149
 Year 4: \$ 2,823,670
 Year 5: \$ 2,908,634

Total Term Value: \$ 13,717,873 Percent of Total Bid: 20 %

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:  **President** 2/26/24
 (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:  **President** 2/26/24
 (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.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/2/2024

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.

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.

Table with 2 main columns: PRODUCER (Insperty Insurance Services, LLC) and INSURED (VIP Hospitality, LLC). Includes contact information, insurer names (Hartford Underwriters, Hartford Ins Co, Twin City Fire), and NAIC numbers.

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

Main coverage table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSD, SUBR WVD, POLICY NUMBER, POLICY EFF, POLICY EXP, LIMITS. Includes Commercial General Liability, Automobile Liability, Umbrella Liability, Workers Compensation, and Employment Practices.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) The certificate holder is listed as an additional named insured where required by contract. The General Liability policy is primary and not contributory in favor of the certificate holder. A waiver of subrogation is included in favor of the certificate holder.

CERTIFICATE HOLDER CANCELLATION

Table with 2 columns: CERTIFICATE HOLDER (VIP Hospitality, LLC) and 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. Includes signature of Samantha Arnold).

Rating Unit: [AMB #: 058707 - Hartford Financial Services Group, Inc.](#)

assigned to insurance companies that have, in our opinion, a superior ability to meet their ongoing insurance obligations.



View additional [news, reports and products](#) for this company.

AM Best's analysis, [058707 - Hartford Financial Services Group, Inc.](#) is the **AMB Ultimate Parent** and identifies the corporate structure. View a list of [operating insurance entities](#) in this structure.

Credit Ratings

Financial Strength View Definition

Rating (Rating Category):	A+ (Superior)
Classification Code:	sp (Pooled)
Outlook (or Implication):	Stable
Opinion:	Affirmed
Effective Date:	August 24, 2023
Original Rating Date:	June 30, 1926

Long-Term Issuer Credit View Definition

Rating (Rating Category):	aa- (Superior)
Outlook (or Implication):	Stable
Opinion:	Affirmed
Effective Date:	August 24, 2023
Original Rating Date:	July 14, 2005

Best's Credit Rating Analyst

Rating Office: A.M. Best Rating Services, Inc.

Associate Director : Kathryn Steffanelli

Senior Director: Michael J. Lagomarsino, CFA, FRM

Note: See the Disclosure information Form or Press Release below for more information about the office and analyst at the time of the rating event.

Disclosure Information

Disclosure Information Form

View AM Best's [Rating Disclosure Form](#)

Press Release

[AM Best Affirms Credit Ratings of The Hartford Financial Services Group, Inc. and Its Subsidiaries](#)
August 24, 2023

Effective Date	Rating
August 24, 2023	A+
August 25, 2022	A+
July 29, 2021	A+
June 19, 2020	A+
August 30, 2019	A+

Effective Date	Rating
August 24, 2023	aa-
August 25, 2022	aa-
July 29, 2021	aa-
June 19, 2020	aa-
August 30, 2019	aa-

Credit & Financial Reports

[Credit Report](#) - financial data included in Best's Credit Report reflects the data used in determining the current credit rating (AM Best Rating Unit: AMB #: [058707 - Hartford Financial Services Group, Inc.](#))

[Credit Report - Archive](#) - reports which were released prior to the current Best's Credit Report.

[Financial Report](#) - financial data included in Best's Financial Report reflects the most current data available to AM Best subscribers, including updated financial exhibits and additional company information, and is available to subscribers of Best's Insurance Services.

[Financial Report - Archive](#) - reports which were released prior to the current Best's Financial Report.

Additional [news, reports and products](#) for this company.

- 2020 [AM Best Affirms Credit Ratings of Hartford Financial Servs Group and Subs; Upgrades Ratings of Hartford Life and Accident Ins Co](#)
- , 2019 [AM Best Affirms Credit Ratings of Hartford Financial Services Group and Subs, Upgrades Ratings of Navigators Group and Its Subs](#)
- , 2018 [A.M. Best Affirms Credit Ratings of The Hartford Fin Svcs Group and P/C Subs; Upgrades ICR of Hartford Life and Accident Ins Co](#)

Union Disclosures

EU) Rating Services B.V. (AMB-EU), a subsidiary of A.M. Best Rating Services, Inc., is an External Credit Assessment Institution (ECAI) in the EU. Credit Ratings issued and endorsed by AMB-EU may be used for regulatory purposes in the EU as per Directive 2013/36/EU.

United Kingdom Disclosures

Europe Rating Services Limited (AMBERS), a subsidiary of A.M. Best Rating Services, Inc., is an External Credit Assessment Institution (ECAI) in the United Kingdom (UK). Therefore, Credit Ratings issued and endorsed by AMBERS may be used for regulatory purposes in the United Kingdom as per the Credit Rating Agency Regulation (EU) 2017/1035 (as amended, etc.) (EU Exit) Regulations 2019.

Asia-Pacific Disclosures

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Disclosures

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Date: 24 February 2024

Greater Orlando Aviation Authority
Attn: Procurement Department
5855 Cargo Road
Orlando, FL 32827

RE: 24-163-RFP Customer Service Ambassadors – Proof of Insurability

Dear Aviation Authority's Procurement Department:

VIP Hospitality LLC is insured with Hartford Insurance Company and meets all min insurance requirements per the contract. Please see the Certificate of Insurance as well as the overview of Hartford Insurance showing they meet the requirements.

- 1) COI (Accord form) shows we have \$2,000,000 in GL as well as a \$4,000,000 Umbrella for each occurrence totaling \$6,000,000 per occurrence. This exceeds the minimum requirement of \$5,000,000. Not vehicle insurance is required for this contract, however we do have coverage. All other required insurance is met within the COI.
- 2) Hartford Insurance Company has the following (attached as well verification)
 - a. A+ Rating
 - b. Financial Size Category: Class XV – equal or more than 2 billion
 - c. Licensed insure in the State of Florida
- 3) Upon award a new COI will be issued as required by Hartford Insurance Company.

Sincerely,



Michael Workman
President, VIP Hospitality LLC



+206.686.3010



707 S Grady Way Suite 600,
Renton, WA 98057



www.viphospitalityservices.com
inquiry@viphospitalityservices.com



February 15, 2024

Greater Orlando Aviation Authority (GOAA)
Orlando International Airport
One Jeff Fuqua Blvd
Orlando, Florida 32827-4392

RE: **VIP Hospitality, LLC**
Statement of Bond Ability

To Whom It May Concern:

We are providing this information at the request of VIP Hospitality, LLC.

We understand that VIP Hospitality, LLC is preparing to submit a proposal for **Customer Service Ambassadors (24-163-RFP)** project at Orlando International Airport.

If a contract for this project is awarded to VIP Hospitality, LLC within 90 days of submittal, we would be willing to favourably consider the issuance of the required \$1 million performance bond subject to our satisfaction with the contract documents and bond forms and VIP Hospitality, LLC continuing to satisfy other underwriting considerations. We acknowledge upon satisfaction that we understand your Performance and Payment bond form must be furnished to Aviation Authority within ten business days of the award.

SureTec Insurance Company is rated A (Excellent) by AM Best Company and we are on the US Department of Treasury's list of approved sureties for federal work (T-List). SureTec is part of Markel Surety, a subsidiary of Markel Corporation, a Fortune 500 company.

Any arrangements for bonds required by the contract is a matter between VIP Hospitality, LLC and the surety and we assume no liability to you or third parties, if for any reason we do not execute the performance bond or if circumstances change after the date of this letter.

If you have any questions or need additional information, please give our office a call.

Sincerely,

Jacqueline A. Scott

Jacqueline A. Scott
Commercial Underwriting Manager
Markel Surety

Markel Surety
333 North Point Center East , Alpharetta, GA 30062 Tel: +1.678.223.2002
markel.com

Registered details/disclaimer.

MARKEL

Names and Titles of Key Positions and POC Local Team

Justin Suite - POC, VP of Operations: Mr. Suite is based locally in Fort Lauderdale, FL. He is an experienced multi-unit and operational leader in both specialty and big box retail environments. He has developed and implemented strategies that are team first, with focused impact on brand and customer experience. He will be client focused and lead the operational transition on the team collectively. He will work with our National Training Specialist Richard Peterson, and our National HR Director Mark Leslie, to seamlessly transition our team.

Corporate Support:

Our leadership team outside our Fort Lauderdale office will be supporting on a daily basis and are located in Seattle and are just a flight away.

Local On-site Managers:

Our proposed Manager Peter Curtis (Terminal C/Train) lives in Orlando and has worked at Orlando International Airport for CLEAR as GM of Operations. He has 30 years Hospitality Management experience.

Our proposed Manager Anthony Brundrick (Terminal A/B), lives in Orlando, and has worked at Orlando International Airport for Sodexo-Magic as GM. He comes from Sodexo-Live! Airline Lounges where he was the Director of Digital Experience. He has 10+ years of Hospitality Management experience and 18 years of management experience.

Local Assistant Managers:

Our proposed Assistant Manager Elizabeth Sabori (Terminal A/B), lives in Orlando, and has worked at Orlando International Airport for JSX Airlines as Station Supervisor. She has managed teams there and ran all operations at the station. Her special tasks will be HR and Ops but will include cross management with the other Assistant Manager on CX as well.

Our proposed Assistant Manager Sharlene Gounder (Terminal A/B), will relocate to Orlando. Sharlene comes from our company internally from SEA. She has a 4 years experience working in SEA in Operations in IAF and Terminal Checkpoints. Her special tasks will be Ops and CX but will include cross management with Elizabeth Sabori on HR. She will also assist the transition team given her internal VIP knowledge on customer service training and operations management.

Our proposed Assistant Manager Francheska Pagan Colon (Terminal C/Train), lives in Orlando, and has worked for 12 years in Hospitality Management and Customer Service. She managed multiple teams and operations her various roles in hospitality. Her special tasks will be HR and Ops but will include cross management with the other Assistant Manager Tara Infill.

Our proposed Assistant Manager Tara Infill (Terminal C/Train), lives in Orlando, and has worked in Hospitality her entire career. Tara's special tasks will be Ops and CX but will include cross management with the other Assistant Manager Francheska Pagan Colon.

Local MBE Partner:

Our proposed MBE Partner Keleusmatic - Damien Smart (lower Terminal Levels), lives in Orlando. Mr. Smart will be leading a team of Keleusmatic staffed Supervisors, Ambassadors and CS Leaders on the lower levels of the various terminals.

Local Administrative Assistant and HR Coordinator:

Our proposed Admin and HR Coordinator -Michelle Gonsalves lives in Orlando, and will provide administrative support to our Management team and our National HR Director.



Michael Workman

President



Years' Experience

25 yrs. Management Experience

22 yrs. Aviation Experience

Education

Bellevue College

Business Management

Key Skills

MS Office and Project
Airport & Airline Operations
Customer Service
Hospitality Services
Aviation Industry
Food Services
Staff Training
Staff Mentoring
Facility Management
Communications
Executive Leadership
Contract Management
Purchasing and Inventory
Budget Management
Business Development
Project Management
Government Regulations

Summary

Mr. Workman brings 25 years of management experience; 22 years' aviation experience; 18 years as a business owner to VIP Hospitality. He has a successful history in building strategic partnerships, assessing business opportunities, and evaluating the impact to the organization. Mr. Workman is skilled in service and training development within the organization and various tier levels. He has a strong customer service background and brings exceptional communication and presentation skills into every program. Mr. Workman excels in creating and managing budgets, providing metrics that convey insight from data, management of multiple concurrent projects, contract, and procurement management, developing policies and procedures to improve efficiency, and is a skilled negotiator. Mr. Workman has demonstrated his ability to assume leadership roles which drive critical business improvements through his diligent work ethic, strong interpersonal skills, and positive attitude.

Work Experience

VIP Hospitality, LLC

Owner, President - 2004-Present

VIP provides ongoing service contracts for airlines, international airports, and select airport service partners. Responsible as President for the development and growth for a \$10M company with 200+ employees that manage multiple contracts in multiple airports. Nominated three times for King County Small Business of the Year. Responsible for the crystal vision on VIP's culture of customer service (Value Individual People). Spearheaded first growth outside the Seattle market, by successfully marketing VIP to the City of Phoenix and winning the Guest Services contract at "America's Friendliest Airport", Sky Harbor International Airport.

Delta Air Lines – Marketing – Atlanta, GA

Regional Manager - 2015-2020

Manage Delta Sky Club operations domestically and internationally. Innovation and technology development and implementation of Sky Club programs. Brand marketing of Sky Club product and programs such as Sky Miles and Sky Club Memberships. Corporate leadership team that oversees all aspects of the Delta Sky Clubs. Successful design and build-out of new Delta Sky Clubs. Won three 3yrs in a row best airline lounge in North America for World Traveler.

**Compass Group – North America
1997 -2015**

General Manager- Airline Lounges

Management for airline lounges including both domestic and international. Provided top level service for all events including private parties for presidents. **Negotiated contract** with other airlines and 3rd party airlines which resulted in an additional 5 million in revenue annually. Responsible for facilities and supply chain management; includes contract management for facilities, janitorial and servicing suppliers. Oversaw quality assurance for lounges including lounge standards, safety and food safety programs across North America and Canada. Assisted in **the opening airline lounges** in select North American locations. This included hiring, establishment of accounts, and training of operations staff. **Responsible for platinum service training** for management and associate staff throughout North America, program is responsible for ensuring high levels of quality assurance to our VIP lounge customers.

General Manager - Honeywell Conference Center

Management and operation of the conference center (20,000 square feet) and 20 meeting spaces on campus. Profit and Loss responsibility for the Honeywell Conference Center. This included handling all A/P, A/R, payroll and budget. Annual budget exceeded 10 million per year. Managed all departments for the conference center which included sales, catering, AV and audio, event planners, facilities, and guest services. Expanded the existing portfolio by developing new clients and growing revenue by over 5 million per year. Negotiated price structure for the conference center which resulted in a competitive pricing model which resulted in growth of over 20%, Responsible for the British Airways Lounge at SeaTac Intl. Airport.

Operations Manager - Microsoft Conference Center

Operations manager with direct responsibility for the catering and fleet department. This included direct supervision of 30 leads and direct employees. Assisted in the opening of multiple conference centers. This included hiring, training, capital expenditures and facilities launch. Direct responsibility for the commissary which included 30,000 sq ft of culinary operations, capital equipment and facilities staff. Oversaw quality assurance for catering department and established standards across conference centers following company guidelines and county health codes. Fleet management of over 200 vehicles utilized at Microsoft which service the needs of over 20 buildings located in the greater Seattle area

Gregory Worrell

Vice President



Summary

Mr. Worrell brings 40+ years of management experience; 15 years as a business owner; 2 years of sales experience to VIP Hospitality. He has a successful history in operations/facility management and managing large-scale special events. He brings a long history of expertise in creating and managing budgets, providing metrics that convey insight from data, management of multiple concurrent projects, and strategic administration of staff operations. Mr. Worrell is an effective communicator who demonstrates a proven ability to present information within all levels of an organization. He leads with a strong focus on the achievement of goals and objectives and excels in training and mentoring staff.

Years' Experience

40 yrs. Management Experience

Education

Pennsylvania State University
Bachelor of Science Hotel &
Food Services

Key Skills

MS Office and Project
Operations Management
Project Management
Customer Service
Hospitality Services
Staff Training
Staff Mentoring
Facility Management
Aviation industry
Hotel industry
Food services
Communications
Executive Leadership

Work Experience

VIP Hospitality, LLC and AVID Facilities

Owner, Vice President of Operations - 2008-Present

Responsible as VP of Operations for a \$7.1M company at SeaTac International Airport, with 130 employees that manage multiple contract-based services such as the FIS International Arrivals Ambassador program, A&C Access Control Exits, Two separate SeaTac International and Domestic airline's VIP lounge customer service, ground handling, ticket agent, multi-locations onsite/offsite janitorial and maintenance. Clients include Port of Seattle, 8 International and Domestic Airlines, US Customs. Nominated three times for King County Small Business of the Year.

Kohala Institute at Iole

Grace Center Project Manager - July 2017-Nov 2017

Opening Project Manager, responsible for staffing, training, amending employee handbooks, banquet event orders, sales, Health Department license, assisting with construction, and sourcing all foodservice inventory, cabin accessories, and linens, budget, and P&L.

Compass Group

Regional Director Catering & Conference Services PNW - 05/06 – 10/08

Responsible for oversight of Microsoft Conference Services, Catering, Audio Visual Support, and Compass Learning Operational Support. \$12M in catering, 100 Puget Sound meeting spaces with Audio Visual, 11,000 meetings, and events, 850,000 guests, 8 Training Group mailboxes, 143,000 students reconciled at 99.99% SLA, Oversight of Microsoft's Mountain View Conference Center, CA, 4 GM's and 300 employees, Project Management for Initiatives.

Honeywell Learning Center and British Airways Lounge

District Manager - 02/02 – 05/06

Responsible for the **management and operation of the Honeywell Learning Center** (20,000 square feet) and 20 meeting spaces on campus. Successfully produced a "business case analysis" showing the viability of externally marketing the facility, thereby increasing revenue by \$500K/annum and reducing subsidy. **Oversight of British Airways Lounge at Sea-Tac airport, eight associates, and external catering.** Assisted in BCA for externally marketing the lounge in off-hours to other major carriers, thereby increasing enough revenue to cover the subsidy. PNW Runner up Unit of the Year in 2004.

Microsoft Conference Center

Food and Beverage Director - 11/00 – 03/02

Responsible for all Food and Beverage daily operational management of high profile, high touch, full-service conference center geared to campus, national and international clientele. Revenue of \$4.2M. Increased sales of 10% while reducing costs by 7% over the tenure of 16 months. Supervised staff of 50 caterers and culinarians. Responsible for yearly budgeting and weekly/monthly reporting to District Manager and Microsoft client contacts. Buffet service of 1200 and plated service for 700.

Honeywell

Food Service Director - 4/99 – 11/00

Responsible for the management and operation of Honeywell Corporation café and catering. Coordinate efforts of foodservice, catering, and special events. PNW Runner up Unit of the Year in 2000.

Experience in Fine Dining, Hotel Management, Country Club, Sales, Events and Owned Business - 1980-1999

- Sales Manager, Institute of Marine Sciences
- Owner/Operator, Worrell & Associates Supplied hospitality field with consulting contracts of various needs. Ranged from small start-ups to re-organizations. The volume of sites managed was \$250K to \$8M.
- General Manager, Cunard's Restaurant
- General Manager, Palm Valley Country
- Assistant General Manager, Keauhou Beach Hotel, Hawaii
- General Manager, Lawry's Restaurants

Mark Leslie

National Human Resources Director



Years' Experience

9 yrs. Operations
9 yrs. Human Resources

CERTIFICATIONS

Pennsylvania State University BS
Business Management **Edinboro**
University of
Pennsylvania M.Ed. Middle and
Secondary Instruction Chemistry
7-12 Certification

Key Skills

MS Office
Customer Service
Aviation Industry
Staff Training & Mentoring
Communications
HR Management Diversity
Management Budget
Management Operations
Management LEAN
Champion Training
Recruiting

Summary

Mr. Leslie brings 9 years of operational, human resources management experience to VIP Hospitality. His responsibilities have managing multi-cultural, multi-lingual teams at SEA in FIS, to managing processes and the office at VIP Hospitality. His responsibilities for the VIP team include HR, Recruiting, Diversity Management, Contracts Management, Training, and work as an Analyst.

Work Experience

VIP Hospitality, LLC – Seattle, WA

Human Resources Manager - 2015- Present

Manage or managed most human resource functions for this small business contract which includes identifying and using best cloud-based systems for scheduling, timekeeping, payroll, training, onboarding and related processes, recruitment and selection, development and counsel of employees. Develop and maintain forms and documents both online and in print related to operational needs. Purchases, distributes, and tracks assets required for fulfillment of the contract. Represented VIP Hospitality in absence of vice president of operations and participated in Port of Seattle functions as required such as LEAN Champion training with Honsha Corporation. Supervised four leaders and forty or more frontline employees from 2015 to mid-2017 and now with the help of an administrative team, over 90 employees providing customer support, translations, and baggage handling services in immigration and customs at Sea-Tac International Airport.

FIS Ambassador & FIS Team Leader – 6/2013- 12/2014

Coordinate with the Port of Seattle, airlines and airline representatives and Customs and Border Protection to improve passenger movement through Federal Inspection Services.

Substitute Teacher – 2013

SMASD, Saint Mary's, PA | RASD, Ridgway, PA, | JASD, Johnsonburg, PA

Certified substitute teacher on per diem and short-term assignments: responsibilities included classroom management, execution of existing lesson plans, development of lesson plans and materials, referral of students to assistance programs, contact with parents, and assignments as requested.

TJMaxx – Dubois, PA – 2012-2013

Sales Associate

Provided sales and customer service at the front-end, processed deliveries and inventory, displayed and maintained merchandise presentation on the sales floor and assisted in markdowns of store inventory as well as special projects.

Center for Career Development- Edinboro University of Pennsylvania- 2011

Graduate Assistant

Conducted, recorded, and reviewed mock interviews, assisted students, alumni, and visitors in developing resumes, cover letters, portfolios, and job search strategies, developed and edited presentations, handouts, and a semesterly newsletter. Planned and attended Center events, represented the Center at university functions, and trained in career counseling and major change decisions utilizing the Strong Interest Inventory and DISCOVER



Richard Peterson

National Training Manager



Years' Experience

20 yrs. Management Experience

20 yrs. Aviation Experience

Education

San Francisco State University

B.A. International Relations

Magna Cum Laude

University of Amsterdam

M.A. Courses in Communications

Key Skills

Operational Management

Customer Service

Hospitality Services

Aviation Industry

Staff Training & Mentoring

Communications

Contract Management

Budget Management

Business Development

Client Relationship

Project Management

Service Delivery

Summary

Mr. Peterson brings 20 years' experience as a global aviation hospitality business operations and service professional to VIP Hospitality. He excels in developing and managing world-class service delivery, innovative products, and company-wide policies and procedures for renowned international airlines and airports. His background in corporate and frontline airports has resulted in inflight operational excellence, **service delivery, service standards, training**, and product development expertise. Mr. Peterson has lived in N. America, Europe, and Asia, managing award-winning service teams. He is multilingual with fluency in English, German, Dutch and Spanish.

Work Experience

VIP Hospitality, LLC

Airport Business Operations - Training - 2018-Present

People & Development Manager for 300+ frontline service staff, including 25 leadership team members. Serve as Contract & Client Relationship Manager to raise service level agreements for existing contracts and planned/strategized for new business projects. Align customer service endeavors with the Port of Seattle's updated brand & service vision. Analyzed organizational and operational areas, strengthened and streamlined standards, policies & procedures, tools for service team members and organization. SEA Airport security project to support TSA, Airlines, and Port of Seattle: accolades received for speed to market, agility, and operational reliability. Introduced scalable recruitment, onboarding, and training system.



Management Training

University of Amsterdam
Six Sigma

Swire Group
Management Training
Transformational
Management

Lufthansa School
of Business

Change, Conflict & Project
Management

Lean/Kaizen Agent

Software

MS Office

Airline GDS, Weight &
Balance

CRM, PSA

Data Query Tools

Delta Air Lines – New York & Atlanta

International Inflight Service Delivery - 2015-2019

International onboard service leadership and delivery. Focused on the international network, multilingual product, and international clientele. Enhanced Onboard Service Net Promoter Score (NPS) as a panel team member. Elevated customer experience through product innovations. Evolved the Language of Destination (LOD) Program. Raised intercultural competence and improved recruitment and retainment of multilingual staff. VIP/PR, multilingual onboard service projects. Maintained full aircraft fleet certification and qualifications. Support to frontline staff.

SFO International Airport – City & County of SF

SFO Guest Services Manager – 2014-2015

Service vision and leadership for SFO guest services team of 225+ staff. Realized new guest experience concepts, including customer service program aspects of SFO's Ascent 2020 airport improvement plan. Implemented user experience changes, helping maintain SFO's SkyTrax status as top US airport.

Managed Secret Shopper Program. Redesigned, delivered, and

led the SFO-sponsored 'Hospitality Certification' training program available to all SFO employees. Orchestrated SFO airport's award-winning service culture together with airline and concession tenants, consultants, and authorities.

Cathay Pacific Airways (Swire Group) – Hong Kong & Chicago

Manager Global Airport Standards & Product/Airport Services Manager – 2011-2013

Headed management team to develop and introduce improved customer service standards, policies and procedures, and new tools to empower global airport teams to deliver 5-star service on five continents. Managed relationships with internal stakeholders and external vendors. Analyzed global KPIs, hosted thinktank sessions to exceed operational reliability & service targets. Improved point-of-presence guest experience. Completed cross-divisional ROI focused projects, including a redesign of functionality for the new cathaypacific.com website. He managed 25+ overseas premium guest lounge operations and projects. Corporate Disruption Management team member. Successfully launched Cathay Pacific's Chicago route. Swire Group nominated Transformational Manager.

Lufthansa – Seattle and Boston

Station Manager – 2004-2011

Managed performance for a team of 60+ staff and over 15 service provider companies/vendor partnerships. Trained in all airport areas: Station Surveillance/Audit, Operations/Weight & Balance, GDS, Passenger Service, Ticketing, Baggage Service, Cargo Handling, and Cargo Security. Customer service & operational reliability performance analysis and strategic product steering. Finance/PNL management of station budget. Business contingency planning for local business units. Opened Lufthansa's US gateway in Seattle. Developed lean tools and designed service best practices for the region. Accolades for performance reliability, punctuality, and customer service. Certifications including NTSB Academy for Family Assistance Center, DOT Complaint Resolution Officer, Emergency Response, Media. Nominated High Potential Manager.

Airbus (Tenzing) – Seattle

Airline Training and Educational Services Manager – 2000-2004

Created a new training division within 30 days for the world's first inflight WIFI and email connectivity product. Hired, trained, and managed regional educational and technical service teams in Hong Kong, Singapore, Toronto, and London. Built relationships, negotiated, and jointly planned training endeavors with multiple divisions at renowned airlines: CX, SQ, EK, LH, VS, SK, AC, RG. Managed divisional educational strategies, courses, collateral, and schedules. Developed and delivered train-the-trainer courses. Designed Web-based, video, and print instructional applications. Oversaw vendor relationships and production. Route-proving team member for new Airbus aircraft.

Justin Suite

Vice President of Operations



Years' Experience

15 Years Retail Leadership
8 Years Operations Leadership

Education

Florida International University

Bachelor of Business
Administration in Finance

Key Skills

Business Development
Strategic Planning & Execution
Team Building & Leadership
Analytical Problem Solving
Customer Experience & Support
Project Management
Cross Functional Collaboration
Revenue Generation and Cost Control

Summary

Accomplished professional with diversified expertise enabling organizational growth through business development, project, and customer experience management with a focus on achieving bottom-line objectives. Proven success in driving targeted initiatives aligned with emergent business strategies and providing global-level sales support to quickly capitalize on ongoing market trends. Well-versed at developing robust alliances with organizational leaders to support business objectives. Proficient at defining and capturing users' end requirements, optimizing processes, allocating resources, and steering key industry improvements. Prudent at empowering cross-functional teams and fostering trusted cross-industry relationships to promote positive brand image and achieve business endeavors. Demonstrated ability to build strong teams, connected through effective leadership, to drive results and deliver exceptional outcomes.

Work Experience

Target Corporation 2014 - 2022

Group Operations Director

Direct and manage inventory, brand equity, operational efficiency, and inbound and outbound logistics. Change and improve operating models via communication between operations staff in corporate office and teams in stores, while empowering teams to produce desired results. Build and maintain excellent connections with business development teams at headquarters, finance teams (related to efficiency and profitability), talent and development teams in human resources, and operational innovation teams (stores growth). Enhance commercial coordination and execution across Group, support district and store executives with root cause analysis to gain insights for new perspectives and a deeper understanding of company by serving as operations expert/consultant.

Store Director

Gained/achieved widespread support and created effective feedback loops between stores and headquarter pilot teams while influencing peers to execute and innovate on company operational pilot programs. Met and surpassed the company's goals for operations, team dynamics, and sales success through diverse and competent leadership team.

Abercrombie & Fitch Co. 2008 – 2014

Senior District Manager

Coached and trained newly appointed district managers by focusing on analytics and communication. Servant leader as regional leadership mentor onboarding and leading promoted district managers through their first 90 days, with extensive continued support and development through the first year. Promoted general managers to district manager positions. Supervised store's flagship opening at international location in Munich, Germany through recruitment, staffing, planning, and logistics initiatives. Talent development for District-based General Manager Candidates to support Regional (Germany) advancing two district managers and three general managers. Servant leader as Regions leadership mentor onboarding and leading promoted district managers through their first 90 days, with extensive continued support and development through the first year.

General Manager

Created and controlled operations, oversaw merchandising, and executed manager hiring. Lead store opening operations as lead recruiter, headquarter implementor, and project manager.

Anthony Brundrick

On-Site General Manager



Summary

Transformational leader with 18+ years of experience in driving revenue growth, operational excellence, and team performance across various industries. Proven track record of implementing innovative strategies, leading change initiatives, and achieving business goals. Skilled in technology implementation, project management, and fostering cross-functional collaboration. His skill sets include executive and servant leadership, change and project management, strategy and innovation and hospitality excellence and customer experience.

Work Experience

Sodexo Live! Airline Lounges – The Hospitality Group Director, Digital Experience | 2022 - Present

Led technology initiatives for 120+ lounges globally, increasing LOT deployment from 1% to 35% in 18 months. Achieved 96% utilization of contract management system within 2 years, enhancing efficiency and compliance. Developed and executed global/local innovation plans, managing budgets, governance, and security assessments. Led Technology workstreams for opportunities valued at \$100M+, collaborating with cross-functional teams. Established exclusive vendor partnerships, fostering innovation and differentiation. Collaborated with IS&T to create actionable client/operations dashboards using SQL, Power BI, and Tableau.

Senior Area Manager, Environmental Services | Sep 2021 – May 2022

Supported 30+ million USD in business across 23 lounges, improving cleanliness by 5% portfolio wide. Standardized processes, chemicals, and training, optimizing operational efficiency. Coordinated annual preventative maintenance program through effective partnerships.

Sodexo-Magic, Delta Sky Club Orlando International Airport | General Manager | June 2019 – Sep 2021

Directed operations, training, and standards implementation, contributing to a 5% cleanliness improvement. Optimized

Years' Experience

18 Years Retail Leadership
18 Years Operations Leadership

Education

University of South Florida
Bachelor of Science General Business

Key Skills & Certifications

Change Management
Strategic Planning
Project Management
Innovation
Data Analysis
Leadership
Problem Solving
Cross-functional Collaboration
Communication
Vendor Management
Microsoft Office Suite
Power BI, Tableau, Smart Sheet
Lean Six Sigma (Yellow/Green)
OSHA 10, Servsafe Manager



\$3.5M+ operation, thru enhanced staffing, performance analysis, and sharing best practices. Drove brand enhancements through piloting products/programs and ensuring unit compliance. Supported openings, training, and leadership onboarding across 15+ lounges.

Kalera, Orlando FL | Area Sales and Account Manager | April 2018 – June 2019

Collaborated with leadership to devise sales and pricing strategies, acquiring new business accounts. Managed CRM records, tracking sales progress, and providing feedback to senior leadership. Increased customer purchases by 10% through effective account management and catalog development.

Peter Curtis

General On-Site Management



Summary

Mr. Curtis is a Hospitality and Sales professional with 30 years' experience in the business. He has led teams in hotels, airports, food/beverage and in recreations management. He excels in marketing, employee hiring and training, sales, customer-guest experience, and operations. His goal in work is to exceed expectations and improve customer experience.

Work Experience

Years' Experience

30 Years Retail Hospitality

Key Skills

Business Development
Team Building & Leadership
Analytical Problem Solving
Customer Experience & Support
Sales and Marketing
Customer Service Training
Revenue Generation-Cost Control
Management of Teams

NDM Hospitality and Premier Parks Food and Beverage GM/Spectrum GM

Opening team member from day one creating SOP's, hiring staff and training all new team members. Managed Rental properties for multiple owners on STR and LTR. Responsible for tracking Inventory and COG's for retail and Food and beverage. Worked with Marketing to create a brand of quick and tasty food options along with a full bar menu. Responsible for over 75-90 employees during our peak season. Created and responsible for a budget of over 2.5 million dollars. Adjusted and recreated processes after opening to give our guest an incredible experience.

Orlando International Airport – CLEAR CLEAR GM of Operations

Responsible for 40 employees including managers, ambassadors, tech team and leads. Partnered with GOAA and TSA to secure our checkpoints using biometric technology including eye and fingerprints. Responsible for over 1500 members accessing our lanes daily. Worked with Marketing, IT, Branding, Operations, Legal and others to provide a secure frictionless experience for our members across the nation.

Waldorf Astoria Orlando/Hilton Bonnet Creek Food and Beverage Manager/Recreation

Responsible for 3 restaurants and 3 bars generating over 3.5 million in annual sales. Managed 65 staff members. Partnered with all F&B outlets in the hotel to provide top notch service. Communicated and worked with Culinary daily helping to expedite throughout the day and

inspect all aspects of the food prep area. Managed the entire Recreation area as well for both properties including Kids Club, Cabanas, retail, and Pool.

Boca Raton Resort and Club MOD (Manager On Duty)

Responsible for meeting and exceeding guest expectations daily. Responsible for over 1000 room hotel. Assisted every area of the hotel with guest and member issues. Helped to check in and out guests daily. Communicated with GM, Rooms Directors, and entire Management regarding issues that arose in areas like Food and Beverage, Front Desk, Rooms, Beach Operations, Golf etc.

Ritz-Carlton Company Multiple Management Roles

- **Spa/ Recreation Manager – Jupiter FL** - Developed a new training manual and training process which was implemented for the entire Club. Manage operating budget of over 1,000,000. Supervise 30 employees. Created and Implemented an operation plan and benchmark for all future Clubs. Partner with the other 3 divisions of the Club to attain and maintain the 5-star rating through superlative service and excellent employee training and motivation.
- **Recreation Director – Orlando, FL** - Responsible for creating recreation team and developing processes and financials. Opening team member for this location. Pioneered the VIK program which was later implemented nationally. Developed the entire training manual and employee orientation process. Directed a team of 6 on selling group events to Fortune 500 companies.
- **Recreation Director – Naples, FL** - Responsible for all aspects of managing the Spa & Recreation areas of the Club including Beach, Pool, Kids Club, Fitness, and Group Events. Developed new training programs. Grew income to \$200,000 in annual revenues. Supervised 60 employees. Managed and put together a new group event sales division for businesses. Partnered with the other 4 divisions of the Hotel to attain and maintain the 5-star rating through superlative service and excellent employee training and motivation.

purposes. Oversaw accounting processes which included timely billing of hotel invoices to airlines for payment and commissions. Performed market analysis and forecasting hotel room availability. Led emergency operations for multiple airlines in SEA and PDX during snowstorms.

West Coast Operations Manager

Managed distressed operations in California, Washington, Oregon and Alaska airports. Responsible for signing on new hotels. Worked with hotels on how to handle day to day operations. Worked with the contracted airlines on nightly operations.

Holiday Inn Seattle Airport | 2004 – 2007

Front Office Manager

Interviewed and hired employees to further train in reservations and front office including bellman. Managed labor and scheduling. Responsible for all employee and guests during shift. Manager on duty during scheduled shifts and delegation of daily tasks to employees. Responsible for room reservations including corporate and group accounts while working with the sales and catering managers. Managed revenue goals and market forecasting.



DAMIEN SMART

Professional Profile

Mr. Smart is an accomplished Director experienced in operation within a high paced Hospitality setting. As one of the directors of Hybrid Media Group he is utilizing 20 years' experience in the hospitality industry to bring exceptional customer service to his client contracts. Focused on achieving the highest level of customer service and customer safety standards.

Managing a contracted team of 100+ employees including security, welcome team, design, in house marketing, audio visual, hospitality and back of the house staff. Extensive contract negotiation experience, along with permitting processing working with various local municipalities to ensure adherence to required guidelines.

Air Transport Industry (ATI) Experience

Keleumatic Technologies, Inc., Pembroke Pines, FL Client Experience Director

Oct 2023 - Present

Defines and implements the Keleumatic Technologies' Client Experience philosophy and guidelines. Responsible for the authoring, implementation and operations of Client Services Management Plans which include:

- Communication Plans
- Operational Planning
- Irregular Operational Planning

Manages the hiring, training, and operations of the Client Experience representative team members. Implementation and documentation of limited technology proof-of-concept and services initiatives.

Hybrid Media Group LLC, Miramar FL Director

Oct 2019- Present

- Conceptualize, plan, and execute large scale social events working with the largest event venues in South Florida.
- Manage a contracted team of 50+ employees including design team, inhouse marketing, audio visual, security personnel, hospitality and back of the house staff.
- Contract negotiation with venue and talent.
- Oversee event permitting process working with various local municipalities to ensure adherence to all regulatory requirements. Including but not limited to; zoning, building departments, police, fire, and alcohol.
- Manage annual budget exceeding \$2 million (USD)

Carnival Cruise Lines, Miami, FL Personal Vacation Planner

May 2004 – Present

- Effectively manage database of over 20,000 clients.
- Create marketing campaigns to increase customer interest.
- Develop and maintain relationships with new and existing guests.
- Continuously exceeding monthly sales quota

- Awarded multiple times for achieving 150+ sales in a month.

Career Highlights

- Results driven professional with over twenty (20) years' experience with sterling contributions Fortune 500 companies.
- Master's degree in business administration (MBA).
- Customer acquisition and sales specialist.
- Strong analytical skills and working knowledge of marketing principles and practices.
- Various Century, Silver, and Gold club awards for exceeding sales and customer retention goals.
- Proficient in various applications including excel, Oracle sales management, PowerPoint, Word
- Conceptualize, plan, and execute large scale social events.
- Administrative and critical thinking skills
- Reliable, self-motivated with a logical and proactive nature.

Names and Titles of Key Positions and POC Local Team

Justin Suite - POC, VP of Operations: Mr. Suite is based locally in Fort Lauderdale, FL. He is an experienced multi-unit and operational leader in both specialty and big box retail environments. He has developed and implemented strategies that are team first, with focused impact on brand and customer experience. He will be client focused and lead the operational transition on the team collectively. He will work with our National Training Specialist Richard Peterson, and our National HR Director Mark Leslie, to seamlessly transition our team.

Corporate Support:

Our leadership team outside our Fort Lauderdale office will be supporting on a daily basis and are located in Seattle and are just a flight away.

Local On-site Managers:

Our proposed Manager Peter Curtis (Terminal C/Train) lives in Orlando and has worked at Orlando International Airport for CLEAR as GM of Operations. He has 30 years Hospitality Management experience.

Our proposed Manager Anthony Brundrick (Terminal A/B), lives in Orlando, and has worked at Orlando International Airport for Sodexo-Magic as GM. He comes from Sodexo-Live! Airline Lounges where he was the Director of Digital Experience. He has 10+ years of Hospitality Management experience and 18 years of management experience.

Local Assistant Managers:

Our proposed Assistant Manager Elizabeth Sabori (Terminal A/B), lives in Orlando, and has worked at Orlando International Airport for JSX Airlines as Station Supervisor. She has managed teams there and ran all operations at the station. Her special tasks will be HR and Ops but will include cross management with the other Assistant Manager on CX as well.

Our proposed Assistant Manager Sharlene Gounder (Terminal A/B), will relocate to Orlando. Sharlene comes from our company internally from SEA. She has a 4 years experience working in SEA in Operations in IAF and Terminal Checkpoints. Her special tasks will be Ops and CX but will include cross management with Elizabeth Sabori on HR. She will also assist the transition team given her internal VIP knowledge on customer service training and operations management.

Our proposed Assistant Manager Francheska Pagan Colon (Terminal C/Train), lives in Orlando, and has worked for 12 years in Hospitality Management and Customer Service. She managed multiple teams and operations her various roles in hospitality. Her special tasks will be HR and Ops but will include cross management with the other Assistant Manager Tara Infill.

Our proposed Assistant Manager Tara Infill (Terminal C/Train), lives in Orlando, and has worked in Hospitality her entire career. Tara's special tasks will be Ops and CX but will include cross management with the other Assistant Manager Francheska Pagan Colon.

Local MBE Partner:

Our proposed MBE Partner Keleusmatic - Damien Smart (lower Terminal Levels), lives in Orlando. Mr. Smart will be leading a team of Keleusmatic staffed Supervisors, Ambassadors and CS Leaders on the lower levels of the various terminals.

Local Administrative Assistant and HR Coordinator:

Our proposed Admin and HR Coordinator -Michelle Gonsalves lives in Orlando, and will provide administrative support to our Management team and our National HR Director.

Elizabeth Sabori

Assistant Manager



Summary

Elizabeth Sabori has a 25-year background, encompassing travel and customer service industry expertise, customer care excellence, and a solid foundation in team building and hospitality. She has skills in building rapid relationships, attuned listening, and adeptly meeting unique client needs. Ms. Sabori is an energetic and skilled professional with over 25 years of experience across the hospitality, and customer care domains. She is known to swiftly build connections based on attentive listening and tailored solutions. She has a proven history of effective management, event coordination, and sales.

Years' Experience

25 Years Hospitality Leadership
3 Years Aviation

Education

Orange Coast College, CA
General Studies

Key Skills

Sales and Marketing
MS Office, Multiple OS systems
Team Building & Leadership
Analytical Problem Solving
Customer Experience & Support
Slack, SharePoint, GoNow.
Bookkeeping
TSA Clearance

Work Experience

Orlando International Airport **Supervisor JSX Airlines | 01/2021-11/2023**

Oversaw all operational aspects of the Orlando station, including staff coordination, customer service, and flight schedule management. Applied strong leadership talents and problem-solving skills to maintain team efficiency and organize workflows. Handled customer complaints, resolved issues, and adjusted policies to meet changing needs. Evaluated employee performance and coached and trained to improve weak areas. Maintained clean and well-organized production areas to avoid violations or unnecessary work delays due to hazards or inefficient layouts. Mentored newly hired employees on operating equipment and safety and developed training manual to use for reference. Created successful work schedules for each team member to maintain deadlines and fully staff shifts. Evaluated staff performance and provided coaching to address inefficiencies.

Stevens & Cross Cosmetic & Hair Studio **Manager & Cosmetologist | 1/2014-1/2018**

Successfully managed substantial book of business, consistently catering to 200+ clients. Demonstrated adeptness in handling various aspects of salon management, from employee supervision to inventory control.

Perla Hair Studio, CA | 2009 – 2014

Cosmetologist

Successfully managed substantial book of business, consistently catering to 200+ clients. Demonstrated adeptness in handling various aspects of salon management, from employee supervision to inventory control.

Robert & Taylor, CA | 1991-2009

Manager & Cosmetologist

Successfully managed a substantial book of business, consistently catering to 200+ clients. Demonstrated adeptness in handling various aspects of salon management, from employee supervision to inventory control. Fostered positive work environment through comprehensive employee relations program.

Sharlene Gounder

Assistant Manager



Summary

With 18 years of experience in operations management, contract management, account management, customer service and staff management, Ms. Gounder is an asset to any team. She is skilled in client and vendor management, recruiting, training, interpersonal relationships, and communication.

Work Experience

VIP Hospitality | 2020-present | SEA International Airport

Operations Manager – IAF and Terminal Checkpoints

Manages recruiting, staffing, training, and driving the service teams as Operations Manager of the International Arrivals Facility (IAF) and Terminal Checkpoints along with Queue Management and Wayfinding at SEA.

Contract General

Leads the customer service team operating the Priority-First Class Checkpoints and supports TSA at Exits and Divestiture Operations.

Travelliance Inc. | 2007 – 2020

Regional Account Manager

Managed successful launch of projects for distressed passenger systems (Stormx) for airline clients, Alaska Airlines and American Airlines. Managed multiple airlines accounts in multiple markets in the US. Clients included but not limited to, Alaska Airlines, American Airlines, Delta Airlines, Horizon Air, Southwest Air, United Airlines etc. Worked with Alaska Airlines corporate offices and stations to create procedures for distressed passengers' operations. Managed distribution and procurement of hotel rooms. Managed new airline contracts - contract negotiations, presentations, and relationship management. Contracted and managed 200+ hotels at any given time, agreements, training, and relationship management. Trained clients and vendors on internal systems for nightly operations and accounting

Years' Experience

18 years Leadership

Education

Western Governors University

Salt Lake City, UT

Accounting and Project

Management courses completed.

Highline Community College

Des Moines, WA

Running Start Program for High

School with a focus in accounting

Key Skills

Customer Relationship

Management

Contract Negotiation

Project Management

Supply Chain

Management

Hospitality Management

Retail Management

Customer Experience & Support

purposes. Oversaw accounting processes which included timely billing of hotel invoices to airlines for payment and commissions. Performed market analysis and forecasting hotel room availability. Led emergency operations for multiple airlines in SEA and PDX during snowstorms.

West Coast Operations Manager

Managed distressed operations in California, Washington, Oregon and Alaska airports. Responsible for signing on new hotels. Worked with hotels on how to handle day to day operations. Worked with the contracted airlines on nightly operations.

Holiday Inn Seattle Airport | 2004 – 2007

Front Office Manager

Interviewed and hired employees to further train in reservations and front office including bellman. Managed labor and scheduling. Responsible for all employee and guests during shift. Manager on duty during scheduled shifts and delegation of daily tasks to employees. Responsible for room reservations including corporate and group accounts while working with the sales and catering managers. Managed revenue goals and market forecasting.

Francheska Pagan Colon

Assistant Manager



Years' Experience

12 years Hospitality Management

Education

Bachelor's in Business Administration

University of Puerto Rico-Rio Piedras
- Puerto Nuevo Norte, PR

Associates Technical Business Administration

University of Puerto Rico-Rio Piedras
- Puerto Nuevo Norte, PR

Key Skills

Fluent in Spanish, Hospitality Management, Relationship Management
Operations
Human Resources
Health and Safety
MS Office, SAAS, POS
Customer Experience & Support

Summary

Ms. Pagan Colon has 12 years' experience in hospitality management as well as customer services management. She is dedicated to excellence and well-versed in travel arrangements. Engaging professional with top-notch skills in issue resolution and customer service.

Work Experience

Paris Baguette, Winter Gardens, FL | 2022-2023.

General Manager

Oversaw daily business operations. Developed and implemented growth strategies. Trained managers and staff. Created and managed budgets. Revenue management. Hired employees. Evaluated performance and productivity of staff. Analyzed accounting and financial data. Researched and identified growth opportunities. Generated reports and gave presentations.

HMS Host – Orlando FL | 2019-2022

Multi-Restaurant Manager

Developed store strategies to raise customers' pool, expand store traffic and optimize profitability. Met sales goals by training, motivating, mentoring, and providing feedback to store staff. Ensured high levels of customers satisfaction through excellent service. Maintained three stores at the same time. Developed business strategies to raise our customers' pool, expand store traffic and optimize profitability. Met sales goals by training, motivating, mentoring, and providing feedback to sales staff. Ensured high levels of customers satisfaction through excellent service. Completed store administration and ensured compliance with policies and procedures. Maintained outstanding store condition and visual merchandising standards. Reported on buying trends, customer needs, profits. Proposed innovative ideas to increase market share. Conducted personnel performance appraisals to assess training needs and

build career paths. Managed all issues that arise from staff or customers (complaints, grievances). Led by example for behavior and high performance.

Disney World Polynesian Resort, Winder Garden FL | 2019 – 2021

Concierge

Managed transportation arrangements to and from airport, train station and local events for visitors. Greeted clients and provided personalized support to meet unique needs and promote brand loyalty. Facilitated research of local venues, restaurants, and visitor spots per guest requests. Scheduled deliveries of various items including flowers, gifts, and balloons and made guest reservations for spa services and dining. Rectified volatile situations quickly through active listening and effective communication. Worked closely with guests such as celebrities or VIPs and always showed extreme professionalism and respect for personal privacy. Worked closely with team members to deliver project requirements, develop solutions, and meet deadlines. Maintained updated knowledge through Disney's employee computer systems, YouTube travel videos and location google research of the best ratings restaurants in the area if wanted to explore outside the resort area that is not too far.

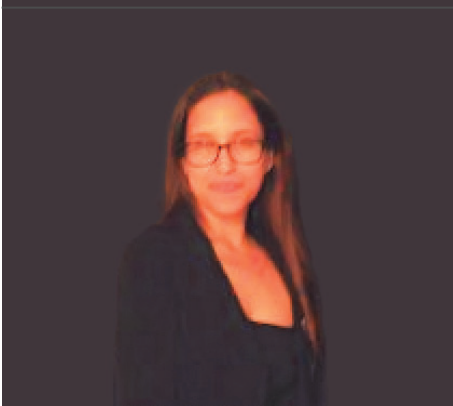
Blue Green Corporation | 2017 – 2019

General Manager

Boosted bookings between 88 to 95% using detailed knowledge of facility, services and offerings when closing reservations for customers. Delivered exceptional service to every customer through active engagement, effective listening, and well-developed interpersonal skills.

Tara Ifill

Assistant Manager



Summary

With 11 years of experience in Operations Management, and Hospitality Management, Ms. Ifill has proven experience in crafting and tailoring customer experience. She has managed, hired, staffed, and trained teams for 11 years. Additionally, she is skilled in HR processes, Safety and Health guidelines.

Work Experience

Years' Experience

11 years Hospitality Management

Education

BS in Hospitality and Tourism Management
AS in Human Resources Management

Key Skills

Customer Relationship Management
Operations
Human Resources
Health and Safety
Hospitality Management
Customer Experience & Support

Contracted – Travel Base | 2020-2024.

Task Force Manager/Hospitality Consultant

Opened and operated new restaurants and Event attractions in multiple states. Hired, trained, and oversaw both FOH & BOH staff. Managed social media strategy, branding, and street teams to ensure guests attendance.

Kilburn Media - Riyadh Saudi Arabia | 2019-2020

Contracted Operations Manager

Managed the first ever Nerf Challenge Event Tour in KSA for Riyadh Season. Set up and designed merchandise display for retail areas. Interviewed, selected, & trained employees.

The Four Seasons Resort, Orlando, FL | 2018 – 2019

F&B Operations Manager

Generated higher ticket averages by adeptly training employees on suggestive up-selling techniques. Decreased labor costs by analyzing team members' strengths versus customer flow, hiring skilled bartenders, and adjusting the schedule appropriately. Consistently exceeded sales goals by providing superior guest service and quality food.

B Resort & Spa, Orlando, FL

Restaurant GM, F&B Director

Planning menus & executing events. Overseeing 3 Meal restaurant, Pool Bar, Coffee shop, In room dining, & Banquet operations. Ensuring compliance with licensing, hygiene and health and safety legislation/guidelines.

The Ritz Carlton Grande Lakes, Orlando FL | 2016 – 2018

F&B Operations Supervisor Task Force F&B Operations manager

Manage and direct kitchen staff including weekly scheduling of shifts and facility stations. Assist in maintaining cleanliness of Lobby Lounge. Including: table set-ups, flowers, decorations, lighting, and all aspects pertaining to the ambiance. Managed multiple F&B outlets at a given time.

Gaylord Palms, Kissimmee FL | 2013 – 2018

Special Events/F&B Manager, Acting Task force Merchandise manager

Managed the ICE! Show daily operations to ensure an effortless production. Coach employees on company process, procedures, and position responsibilities. Responsible for all in house inventory; equipment, audiovisual, premium items, & apparel.

Michelle Gonsalves

Administrative Assistant



Years' Experience

27 years Admin Management

Education

Florida International University

Masters in Accounting

Certificate of Internal Auditing

Barry University

BS Accounting

Key Skills

Relationship Management

Operations Management

Human Resources

MS Office

Financial Management

Customer Experience & Support

Administrative Support

Primavera

Summary

Ms. Gonsalves has a 27-year career in Executive Administrative duties, COO, Operations Management, Facilities Management, and Financial Controls. She is dedicated to excellence and well-versed in the customer service-hospitality industry.

Select Work Experience

The Trinidad and Tobago Chamber of Industry and Commerce – 2020-2024

Chief Operating Officer/Company Secretary

Responsible for the complete operations of the Chamber including Finance, Human Resources, ICT, Marketing, Communications and Membership, Trade and Business Development Unit, Functions and Events, Rentals, Facilities, Security, Governance

SuperPharm Limited

Director of Operations

Reported to Chief Executive Officer/Chairman. Responsible for all Stores and Facilities Management. Reviewed store operations, analyzing information and providing recommendations to improve operational management of stores. Drove operational efficiencies through process reviews and implementation of changes in workflows. Reviewed store organizational structure and establishment list and reduced headcount by 25%. Worked with Human Resources in developing and implementing policies, procedures, and incentive programs. Recruited and developed team members through ongoing coaching, mentoring, and training. Established KPIs for all team members and ensured all performance appraisals were completed timely. Trained and developed all Store Management in the use of the company's BI for the review of stock performance and stock level reports for constant feedback to Purchasing, to ensure optimum sales and reduce SLOB. Led the Senior Operations Team in developing the SOP Manual, Pharmacy Operations Manual and Inventory Manual. Reduced shrinkage year on year (2019 Actual .56% vs Budgeted

.70%). Reduced team member turnover from 96% in 2015 to 48% in 2019

Director of Finance/Company Secretary | 2014-2015

Responsible for the functions of the Finance Department Performed financial analysis. Managed capital expenditure and investment activities. Liaised with external auditors/senior partners for audit planning, preparation of schedules, audit review – successfully completed the 2013 and 2014 audits resulting in a significantly reduced Management Letter for 2014. Developed the Financial Policy Manual. Worked with the executive team on strategic planning and the development of the Annual Operating Plan.

Guardian Media Limited

Chief Financial Officer/Company Secretary | 2010-2013

CSS Holding Co. Ltd.

Chief Financial Officer/Company Secretary | 2006-2010

Hilton Trinidad & Conference Centre | 2003-2006

Director of Finance/Company Secretary

Responsible for the functions of the Finance Department including Purchasing, Receiving, Stores and Internal Audit. Review and sign all commercial agreements and contracts (including dealers, consultants, vendors). Responsible for the reporting of Financial Statements in accordance with IAS and US GAAP and all relevant reports on a monthly, quarterly and annual basis, including Rolling Cash Flow Forecasts, Conversion/Variance Reports, Capital Expenditure Reports, Accounts Receivable DSO Report, Movement Reports (explanation of change in B/S balances > US\$100K). Responsible for the preparation of presentations and the presentation of same for all owners meetings.



Michael Workman
Owner/President



Gregory Worrell
Owner-Vice President



Mark Leslie, SHRM
National HR
Diversity, HR, Recruiting



Justin Suite
VP OPS - Local POC



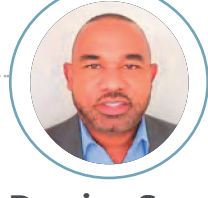
Richard Peterson
Training Director



Michelle Gonsalves
Admin Support
On-site



Anthony Brundrick
On-site GM
Operations, HR, CX



Damien Smart
Keleusmatic MBE Partner
Client Experience Director



Elizabeth Sabori
Assistant Manager
HR & Ops



Sharlene Gounder
Assistant Manager
CX & Ops

Supervisors

Ambassadors

CS Leaders

Supervisors

CS Leaders

Ambassadors

Executive Management

General on-site Managers

Leads & Supervisors On-site, Staff

Terminal A & B - VIP Org Chart and POC



Michael Workman
Owner/President



Gregory Worrell
Owner-Vice President



Mark Leslie, SHRM
National HR
Diversity, HR, Recruiting



Justin Suite
VP OPS - Local POC



Richard Peterson
Training Director



Michelle Gonsalves
Admin Support
On-site



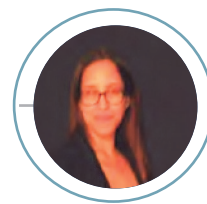
Peter Curtis
On-site GM
Operations, HR, CX



Damien Smart
Keleusmatic MBE Partner
Client Experience Director



Francheska Pagan Colon
Assistant Manager
HR & Ops



Tara Ifill
Assistant Manager
CX & Ops

Supervisors

Ambassadors

CS Leaders

Supervisors

CS Leaders

Ambassadors

- Executive Management
- General on-site Managers
- Leads & Supervisors On-site, Staff

Terminal C & Train - VIP Org Chart and POC

Staffing Plan

VIP will support a MCO Terminal A/B and Terminal C/Train Station team of 220 + Customer Service Ambassadors led by 2 On-Site Contract Managers, 4 Assistant Managers, 2 Human Resources Admins, along with Hourly Supervisors and Leads.

- MCO Terminal A/B will be assigned 1 On-Site Contract Manager, 2 Assistant Managers, 1 Human Resources Admin, 4 Supervisors, and 6 Leads
- MCO Terminal C and Train Station will be assigned 1 On-Site Contract Manager, 2 Assistant Managers, 1 Human Resources Admin, 4 Supervisors, and 6 Leads
- Our WMBE Partner, Keleusmatic, will supply staff for the lower terminals.

VIP On Site Contract Managers will serve as week to week leadership, and is responsible for day to day operations, driving a high standard for customer service interactions, operational efficiency, organizational control, and team support. The Contract Managers will serve as a dedicated 24/7 contact with MCO Customer Experience Teams and stakeholders.

VIP Assistant Managers, Supervisors, and Leads will support leadership from 4:00 AM – 1:00 AM, 7 Days a week. Consistent and committed leadership at each point during the day of 40+ Customer Service Ambassadors staffed in each Terminal area will allow for flexibility in task and focus on service and performance. Staffing Strategy and Leadership is focused around two guiding initiatives.

Lead the Day Each day will begin and end with the Contract Managers and/or Supervisors ensuring that teams are set up for success. Leaders will begin each day reviewing prior day operations and reporting, reviewing the current day workload and challenges, and creating a plan to continue exceeding customer service expectations and optimizing performance. Through consistently having a leader scheduled on site and as point of contact – rapid decision making, urgent reaction time to issues, and flexibility will be daily strengths. Support the Team, Support the Customer Overlapping Shifts, Peak readiness, and Break Scheduling allow for a team that is staffed, functional, and ready. VIP Customer Service Ambassadors will work schedules that create the right amount of coverage, and provide the flexibility needed to provide excellent Customer interactions and operational efficiencies. Additionally, daily schedules work to create opportunities for daily team huddles, briefs, and one on one performance coaching.

The VIP Customer Ambassador Team will be comprised of both Full Time and Part Time Customer Service Representatives supporting AM and PM shifts, ensuring flexibility to cover extended breaks, absences, and leaves without impacting operations or working Ambassadors into overtime. Daily on-site leadership will be available to respond to any additional or substitute staffing needs. VIP presence and focus on Customer Experience at MCO provides a significant resource to filling schedule emergencies, with over 200 VIP employees staffed and Customer Experience trained throughout MCO.

Staffing for Flexibility Based on Employment Status and Staff Availabilities

- VIP Hospitality has a goal of staffing between 60-70% full-time and 40-30% part-time to maintain a foundation for more flexible staffing.
- VIP will place additional staff on shift based on average callouts per shift/day.
- Successful cross-training will also mitigate staffing shortages due to callouts.
- We utilize a scheduling and timekeeping system with robust features allowing employees to post and pick up shifts that cannot be filled by an employee.
- We expect a minimum of a two-hour notice prior to shift start in order to find coverage from others.
- We allow overlapping shifts schedule to cover as well.
- We utilize on-call associates per shift to ensure quality customer service.

Staffing Plan - Terminal A & B

	Position	Start Time	End Time	#TM per Shift	Daily Hrs	Days/Week	Weekly Hrs	Days of the Week							
								M	T	W	R	F	Sa	Su	
	OnSite Gen Manager	8:00 AM	5:00 PM	1	8	5	40	✓	✓	✓	✓	✓			
	Assistant Manager	3:45 AM	12:45 PM	1	8	5	40	✓			✓	✓	✓	✓	
	Assistant Manager	12:30 PM	9:30 PM	1	8	5	40	✓	✓	✓			✓	✓	
	HR Admin	9:00 AM	5:30 PM	1	8	5	40	✓	✓	✓	✓	✓			
	Total Managerial Hours							160							
	Supervisor	3:45 AM	12:00 PM	1	7.75	7	54	✓	✓	✓	✓	✓	✓	✓	
	Supervisor	11:00 AM	4:30 PM	1	5	7	35	✓	✓	✓	✓	✓	✓	✓	
	Supervisor	4:30 PM	1:00 AM	1	8	7	56	✓	✓	✓	✓	✓	✓	✓	
	Supervisor Hours							145							
	Lead	3:45 AM	12:00 PM	1	7.75	7	54	✓	✓	✓	✓	✓	✓	✓	
	Lead	6:00 AM	2:00 PM	1	7.5	7	53	✓	✓	✓	✓	✓	✓	✓	
	Lead	12:00 PM	7:00 PM	1	6.5	7	46	✓	✓	✓	✓	✓	✓	✓	
	Lead	2:00 PM	9:00 PM	1	6.5	7	46	✓	✓	✓	✓	✓	✓	✓	
	Lead	7:00 PM	1:00 AM	1	6	7	42	✓	✓	✓	✓	✓	✓	✓	
	Lead Hours							240							
	Ambassador Lvl 3	3:45 AM	12:15 PM	4	32	7	224	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 3	6:00 AM	2:00 PM	4	30	7	210	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 3	12:15 PM	8:00 PM	5	36.25	7	254	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 3	2:00 PM	9:00 PM	4	26	7	182	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 3	8:00 PM	1:00 AM	3	15	7	105	✓	✓	✓	✓	✓	✓	✓	
	Level 3 Hours							975							
	Ambassador Lvl 2	3:45 AM	12:15 PM	3	24	7	168	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 2	6:00 AM	2:00 PM	4	30	7	210	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 2	12:00 PM	8:00 PM	4	30	7	210	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 2	2:00 PM	9:00 PM	3	19.5	7	137	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 2	8:00 PM	1:00 AM	3	15	7	105	✓	✓	✓	✓	✓	✓	✓	
	Level 2 Hours							830							
	Ambassador Lvl 1	3:45 AM	12:15 PM	1	8	7	56	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 1	6:00 AM	2:00 PM	3	22.5	7	158	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 1	12:00 PM	8:00 PM	3	22.5	7	158	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 1	2:00 PM	8:00 PM	3	16.5	7	116	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Lvl 1	8:00 PM	1:00 AM	2	10	7	70	✓	✓	✓	✓	✓	✓	✓	
	Level 1 Hours							557							
	Ambassador Airsides	3:45 AM	12:15 PM	2	16	7	112	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Airsides	7:00 AM	2:00 PM	3	19.5	7	137	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Airsides	2:00 PM	8:00 PM	3	16.5	7	116	✓	✓	✓	✓	✓	✓	✓	
	Ambassador Airsides	8:00 PM	1:00 AM	3	15	7	105	✓	✓	✓	✓	✓	✓	✓	
	Airsides Hours							469							

MCO Terminal A/B Operations

Staffing Plan - Terminal C & Train Station Ops

Position	Start Time	End Time	#TM per Shift	Daily Hrs	Days/Week	Weekly Hrs	Days of the Week						
							M	T	W	R	F	Sa	Su
On-Site Manager	8:00 AM	5:00 PM	1	8	5	40	✓	✓	✓	✓	✓		
Assistant Manager	3:45 AM	12:45 PM	1	8	5	40	✓			✓	✓	✓	✓
Assistant Manager	12:30 PM	9:30 PM	1	8	5	40	✓	✓	✓			✓	✓
HR Admin	9:00 AM	5:30 PM	1	8	5	40	✓	✓	✓	✓	✓		
Total Managerial Hours						160							
Supervisor	3:45 AM	12:00 PM	1	7.75	7	54	✓	✓	✓	✓	✓	✓	✓
Supervisor	11:00 AM	4:30 PM	1	5	7	35	✓	✓	✓	✓	✓	✓	✓
Supervisor	4:30 PM	1:00 AM	1	8	7	56	✓	✓	✓	✓	✓	✓	✓
Supervisor Hours						145							
Lead	3:45 AM	12:00 PM	1	7.75	7	54	✓	✓	✓	✓	✓	✓	✓
Lead	6:00 AM	2:00 PM	1	7.5	7	53	✓	✓	✓	✓	✓	✓	✓
Lead	12:00 PM	7:00 PM	1	6.5	7	46	✓	✓	✓	✓	✓	✓	✓
Lead	2:00 PM	9:00 PM	1	6.5	7	46	✓	✓	✓	✓	✓	✓	✓
Lead	7:00 PM	1:00 AM	1	6	7	42	✓	✓	✓	✓	✓	✓	✓
Lead Hours						240							
Ambassador Lvl 6	4:00 AM	11:00 AM	6	39	7	273	✓	✓	✓	✓	✓	✓	✓
Ambassador Lvl 6	11:00 AM	6:00 PM	6	39	7	273	✓	✓	✓	✓	✓	✓	✓
Ambassador Lvl 6	6:00 PM	1:00 AM	6	42	7	294	✓	✓	✓	✓	✓	✓	✓
Level 6 Hours						840							
Ambassador Lvl 2	4:00 AM	11:00 AM	3	19.5	7	137	✓	✓	✓	✓	✓	✓	✓
Ambassador Lvl 2	11:00 AM	6:00 PM	3	19.5	7	137	✓	✓	✓	✓	✓	✓	✓
Ambassador Lvl 2	6:00 PM	1:00 AM	3	21	7	147	✓	✓	✓	✓	✓	✓	✓
Level 2 Hours						420							
Ambassador Lvl 1	4:00 AM	11:00 AM	1	6.5	7	46	✓	✓	✓	✓	✓	✓	✓
Ambassador Lvl 1	11:00 AM	6:00 PM	1	6.5	7	46	✓	✓	✓	✓	✓	✓	✓
Ambassador Lvl 1	6:00 PM	1:00 AM	1	7	7	49	✓	✓	✓	✓	✓	✓	✓
Level 1 Hours						140							
Ambassador Airsides	4:00 AM	11:00 AM	4	26	7	182	✓	✓	✓	✓	✓	✓	✓
Ambassador Airsides	11:00 AM	6:00 PM	4	26	7	182	✓	✓	✓	✓	✓	✓	✓
Ambassador Airsides	6:00 PM	1:00 AM	4	28	7	196	✓	✓	✓	✓	✓	✓	✓
Airsides Hours						560							
Ambassador Checkpoint	3:45 AM	10:00 AM	3	17.25	7	121	✓	✓	✓	✓	✓	✓	✓
Ambassador Checkpoint	10:00 AM	4:00 PM	4	22	7	154	✓	✓	✓	✓	✓	✓	✓
Ambassador Checkpoint	4:00 PM	9:15 PM	3	14.25	7	100							
Checkpoint Hours						375							
Ambassador Train	4:00 AM	11:00 AM	6	39	7	273	✓	✓	✓	✓	✓	✓	✓
Ambassador Train	11:00 AM	6:00 PM	7	45.5	7	319	✓	✓	✓	✓	✓	✓	✓
Ambassador Train	6:00 PM	1:00 AM	6	42	7	294	✓	✓	✓	✓	✓	✓	✓
Train Station Hours						886							
Total Hours (Excluding Managerial)						3605							

MCO Terminal C & Train Station Operations

Quality Assurance and Performance Management Plan

Part of VIP Hospitality's culture is to engage associates in all elements of the quality assurance and control plan. This involvement includes experience audits, continual training, performance assessments, participation in program development, and improvement plan. Associates will be guided through this process by the local management and regional resources in person and through online support. Through this methodology, associates will gain the critical skills and progress as team members to deliver exceptional customer service.

Recognition will be presented "On the Spot" and rewards to associates displaying above and beyond services. A culture of amazing customer moments, and an engaged team is the goal of all team members and partners.

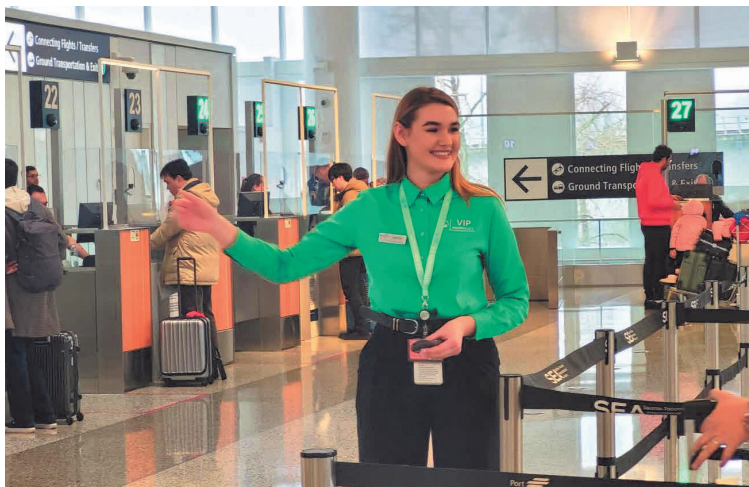
VIP Quality Assurance Plan

VIP Leadership will routinely review and audit Customer Service Operations and Ambassador Teams to promote consistent customer experiences. On-Site Managers will conduct weekly audits, utilize Smartsheet reporting to identify trends, and gain insight through assessments. These tools will allow Managers to share and recognize performance, as well as develop Action Plans to address issues and opportunities.


Performance and Engagement Assessments

VIP On-Site Manager will dedicate time to observe overall team performance and engagement on a weekly basis

- **Standard Operating Procedures** – Team Communication and Awareness
- **Customer Service Standards** – Engaged that is friendly, proactive, welcoming, and provides accurate information to all customers
- **Team Uniforms and Appearance** – Well groomed team that is readily identifiable to all customers and stakeholders
- **Training and Effectiveness** – validation of weekly and ongoing training expectations
- **Equipment** – All devices are up to date, maintained, and actively used to enhance customer experience
- **Scheduling** – Schedules are accurate, with issues communicated and resolved
- **Incidents and Reporting** – Shift reports are current and complete
- **Safety Compliance** – Safe and Secure team and operations.



Quality Assurance and Performance Management Plan Adudit Sample

Manager			Date		
 VIP HOSPITALITY					
Overview Audit					
Section	Description	Yes	No	Remarks	
1 SOP					
	Daily Grid Completed, Updated, and Accurate for Terminals				
	Assistant Managers updated Shift Brief to include Weekly and Daily Topics				
	Assistant Managers held Shift Brief with Supervisors				
	Supervisors held Shift Brief with All Employees (Individually or as a Group)				
	Managers and Supervisors know last CX Score and Action Plan				
2 Customer Service Standards					
	Supervisors and Employees proactively offer a Warm Welcome (e.g., "Welcome to MCO", "Good Morning/Afternoon/Evening", "Happy Holidays" or "Hello - have a great day,") Make Eye Contact, and Smile				
	Employees are Ready to Serve and accessible to Passengers (i.e., not leaning against a wall or looking at a phone.)				
	Employees engage Passengers with in friendly, and approachable manner, maintaining a positive attitude (Never yell, mumble, or complain.)				
	Employees can provide situational information to Passengers - Wait times, causes of potential delays, options to expedite Passengers when needed				
	Employees offer a friendly farewell (e.g., "Have a great flight", "Goodbye - Have a great day.", "Take Care")				
3 Uniforms and Appearance					
	Employees wearing VIP designated uniform shirt, tucked into belted black pants, and wearing black shoes. All attire clean, with no wrinkles or holes.				
	Employees adhere to professional grooming and personal hygiene standards for the workplace.				
	Employees wearing standardized VIP names badges				
4 Training					
	Employees are trained and familiar with current assignment				
	Onboarding training complete and validated for all employees on shift				
	Monthly LMS Training Plan updated with Completion Tracking				
	Prior Month LMS Training Completed by 95% of Active Employees				
5 Equipment					
	All Device Daily Logs Complete (Prior Week)				
	Relay Radios Secured/Charging				
	Tablets Secured/Charging				
	Laptops Secured/Charging				
	All Device Weekly Inventories Complete				
	Devices Lost/Missing?				
6 Scheduling					
	Contract/Assistant Manager Scheduled Open to Close				
	Supervisors scheduled and assigned Open to Close				
	All Managers/Supervisors aware of daily attendance, and scheduling opportunities				
7 Incident & Shift Reporting					
	Required written reports pertaining to applicable incidents involving the service of this contract, safety, security, and customer service related to services provided are completed, with hard copies filed for ninety (90) days.				
	All Daily Shift Reporting Completed (Prior Week)				
8 Safety Compliance					
	Safety Posters are available to inform employees of appropriate instructions and rights				
	All employees trained on emergency and evacuation procedures				
	OSHA and First Aid Certifications - General Industry for at least 2 Managers overseeing the Company's Safety Program Completed and Filed onsite				
	Areas of work are identified for potentially hazardous slip, trip, and falls				
	Policies are in place to ensure a safe Workplace environment free of violence for all employees				
Action Plan					
Issue	Plan			Completion Date	
1					
2					
3					

Technology Assessments

VIP utilizes a Smartsheets technology platform to provide stakeholders and leadership real time, robust view into the status and outcomes of reports, information, and tracking. Smartsheets dashboard allows us to adapt to changing conditions making communication and information readily available to analyze to make effective decisions.

Smartsheets Dashboard



Mystery Shopper Assessment Plan

VIP Hospitality understands the value of conducting Quality Assurance assessments to ensure the highest level of services are being maintained. We partner with **Coyle Hospitality** to provide a non-bias evaluation of critical services and operational standards. VIP believes a partnership with Coyle Hospitality whose services extend to top fortune 500 companies around the world, will provide metrics for VIP to maintain Orlando International Airport's customer service goals.

We will utilize **Coyle Hospitality's** customizable measurement programs to provide stakeholders and leadership real time, robust view into the status and outcomes of reports and information. The dashboard allows us to adapt to changing conditions and provide additional data.

WHO IS COYLE HOSPITALITY GROUP?

Founded in 1996, Coyle Hospitality Group is a market leader in designing and implementing programs for customer experience, quality benchmarking, brand compliance, and market research exclusively for all industries worldwide. Coyle has experience in airport environments performing QA work for Aramark, HMSHost, Sodexo, Delta, OTG and others.



Method of Approach

a. Selection of Observers

- » VIP shall anonymously provide assessments through Coyle.
- » Observers shall be neutral and unbiased when conducting the assessment.
- » Observers shall remain anonymous after the assessment.

b. Application Tool

- » Assessments are performed through electronic application forms.
- » Various locations will be assessed to provide an overall evaluation of customer service.
- » Reporting forms results may be shared and accessible for client/partners.
- » Scores will be published and recorded as official status for the year.
- » VIP will set a minimum score agreed with as the base standard for quality performance.
- » Results will be used to improve and reward the team.

VIP Quality Control Plan (Employee Roadmap)

VIP shall conduct assessment and training for current and newly hired associates for their specific job role. Ongoing assessments will provide associates the latest information and most up to date training curriculum to enhance their skills and ability to perform their job at the highest level.

Employee Roadmap

10 day onboard and training period for newly hired associates

- » Associates provided new hire tool kit.
- » Checklist provided to guide both trainer and associate through.
- » Job shadowing with qualified team trainers through first 10 days.
- » On the job training combined with electronic/digital training modules.
- » Hospitality pin provided to signify successful completion of onboarding/training.

30/60/90 introductory period

- » Associates will be provided continual performance assessment for performance during the first 90 days.
- » 30 days – General knowledge attained to be able to provide individual customers/guests general direction/instructions in the airport.
- » 60 days – Advance knowledge increased to small sized groups, also to include next level protocols procedures, effective communication to supervisors/managers.
- » 90 days – Extensive knowledge achieved, capable of communicating effectively in large groups, full knowledge of services and amenities, guide and support other team members.

Upon successful introduction, associates will be provided ongoing Performance Assessments and training throughout the year. This is achieved through bi-annual assessments conducted by (1) local leadership and (1) anonymous assessor.

i. 6 month Performance Assessment

- » Associates will receive an assessment review.
- » Improvement plan will be identified with associate collaboration.
- » In person training, electronic modules will be used as training resources.
- » Associates to show improvement, retain and maintain high performance level.
- » Additional training shall be provided throughout the year.

ii. 12 month Performance Assessment

- » Associates shall receive an end of the year Performance Review.
- » Performance Review will be factored for associates overall Annual Review.

Key Performance Indicator Categories will become part of the QA SOP, and allow management to stay on track for RFP requirements

- » Appearance
- » Communication
- » Accountability
- » Airport Safety/Cleanliness
- » Customer Service Aptitude
- » Teamwork
- » Airport Knowledge
- » Professionalism

Conducting Exit Interviews

An associate choosing to depart employment with VIP or separation from support services may be provided an opportunity for an Exit Interview. Information collected will provide invaluable information for VIP Management and support services to recognize any opportunities and develop improvement plans

Rewards & Recognition

We believe in recognizing and rewarding our associates and partners. VIP Hospitality will utilize several approaches to encourage exceptional customer service to acknowledge and award associates and partners performing at the highest level, going above and beyond, and exceeding expectations throughout the year. The local Management and peers will organize monthly and annual programs to nominate associates that meet customer service criteria.

Rewards and Recognition Programs made available for Managers and Supervisors to reward team members.

- » Associate of the Month/Year
- » Spot Recognition
- » Associate personal/work milestones celebrated
- » Social Media posts, shared customer feedback w/ MCO's customer service program
- » Visual Prizes: Hospitality pins, Customer service buttons
- » Team luncheons, social events
- » Earned Points with AwardsNetwork.com - rewards/gift program

Reward and Recognition Chart

Reward Incentives	Points	Social Media Posts	Pins / Buttons	Gift Cards	Luncheon	Employee of the Month	Employee of the Year	Anniversaries
Spot Recognition	X	X	X					
Weekly Awards	X	X	X	X				
Monthly Awards	X	X	X	X	X	X		
Annual Awards	X	X	X	X	X		X	X

Emergency Protocol and Notification

Safety Pledge and Mission Statement: VIP Hospitality's safety program is an ongoing, cross-functional initiative involving people and resources to achieve ongoing goals. A safety program is never complete until the day a business closes down. Instead, it represents a continuing activity to be refined over time. No matter how effective your safety protocols are, they can always be better.

Emergency Response and Contingency Plan

It is imperative during an emergency that VIP Hospitality and its partners communicate in real time and efficiently respond through cooperation with the local authorities. VIP has prepared a comprehensive contingency plan to advise stakeholders, associates, partners of the protocols. Outlined in this section will detail the process in which VIP Management will communicate, train and administer in any of the following events.

Emergency Protocol and Notification

Emergency Protocol: In the event of an emergency or special need, VIP Hospitality shall adhere and follow guidelines set forth by GOAA to respond and make available staffing within 60 minutes upon notification by the ADR or designee.

- » Inclement weather
- » Fire Drill
- » Active Shooter
- » Natural Disaster
- » Evacuation Plan
- » Weapons/unattended bags
- » Missing/lost children

Notification: Customer Ambassadors and VIP Hospitality management shall communicate alerts and warnings through various communication channels to avoid/reduce damage and risk of loss.

1. On-Site Manager and local management will be notified via direct phone call. Depending on the emergency level, local management may return to site and provide ongoing support.
2. VIP employees are made aware of the emergency to support co-workers and alert customers as needed.
3. Airport department personnel are notified of emergency and support as needed.
4. Over the air communication devices may be discontinued to allow local authorities to access airwaves. Emergency lines/channels may be utilized as an alternative communication method.

Staffing/Workforce: In the event should an emergency result in staff reduction, VIP Hospitality will administer the following guideline:

A. Absence

i. 1-25% staff absence

- Activate On-Call, un-scheduled associates to fulfill required positions
- Adjust/extend shifts for current scheduled associates to ensure operational positions are met.
- Authorize Over Time as needed.
- Non-essential meetings/trainings will be rescheduled or postponed until staffing levels are met.

ii. 26% or more staff absence

- Activate On-Call, un-scheduled associates to fulfill required positions.
- Adjust/extend shifts for current scheduled associates to ensure operational positions are met.
- Authorize Over Time as needed.
- All meetings/trainings will be rescheduled or postponed until staffing levels are met.
- Reposition guest services support to critical positions.
- VIP Management and administrative team will provide additional support in critical areas/positions.
- VIP to communicate with local client/partners of operational execution.

B. Worker/Associate Injury

1. Proper safety training conducted for VIP associates/contractors.
2. Reporting procedures and policy outlined in associate handbook.
3. Injury protocols are managed through VIP Human Resources department, with local management to provide ongoing support.
4. Associates to seek proper care through personal or company service providers.
5. VIP will offer limited/restricted work for associates per medical consent.
6. Injury/accident prevention analysis may be conducted to improve safety in the workplace and avoid repeated occurrences.

Emergency Protocol and Notification - Staffing and Workforce continued

IROP (Irregular Operations): Irregular Operations may occur in many facets causing disruption to regular operations. IROP procedures may consist of multiple processes to mitigate impact to support services. VIP will take a proactive approach and initiate communications with local team, airport departmental personnel, technology support, surrounding lodging and local amenities. Updates and information will be relayed to airport and local management to determine appropriate action.

A detailed communications plan will be developed and submitted for approval.

- » Flight cancellation
- » Facility/equipment failure
- » Airline operation disruption
- » Overnight staffing
- » Accommodations/amenities

Emergency Contact Process



Safety Pledge and Mission Statement continued:

The main goal of safety and health programs is to prevent workplace injuries, illnesses, and deaths and the suffering and financial hardship these events can cause for workers, their families, and employers. The recommended practices use a proactive approach to managing workplace safety and health. Traditional methods are often reactive in that problems are addressed “after” a worker is injured or becomes sick, a new standard or regulation is published, or an outside inspection finds an issue that must be fixed. These recommended practices recognize that finding and fixing hazards “before” they cause injury or illness is a far more effective approach.

Employers will find that implementing these recommended practices also brings other benefits. Safety and health programs help businesses:

- » **Prevent** workplace injuries and illnesses
- » **Improve** compliance with laws and regulations
- » **Reduce** costs, including significant reductions in workers’ compensation premiums
- » **Engage** workers
- » **Enhance** their social responsibility goals
- » **Increase** productivity and enhance overall business operations

Safety Pledge and Mission Statement continued:

In an effective safety and health program, all VIP workers:

- Are encouraged to participate in the program and feel comfortable providing input and reporting safety or health concerns.
- Have access to information they need to participate effectively in the program.
- Have opportunities to participate in all phases of program design and implementation.
- Do not experience retaliation when they raise safety and health concerns; report injuries, illnesses, and hazards; participate in the program; or exercise safety and health rights.

1. Associate Safety:

VIP Hospitality strives to provide its employees with a safe and healthful workplace environment. To accomplish this goal, both management and employees must diligently undertake efforts to promote safety. All job-related injuries or illnesses are to be reported to your supervisor immediately, regardless of severity. In the case of serious injury, an Associates reporting obligation will be deferred until circumstances reasonably permit a report to be made. Failure to report an injury or illness may preclude or delay the payment of any benefits to the Associate and could subject VIP Hospitality to fines and penalties.

2. Return to Work After Serious Injury or Illness - As a joint protection to the Associate and the Company, employees who have been absent from work because of serious illness or injury are required to obtain a doctor's release specifically stating that the illness is no longer communicable or the associates is able to return to work post-injury, strictly if applicable, or the Associate is capable of performing his or her normal duties or assignments. A serious injury or illness is defined as one that results in the Associate being absent from work for three (3) or more consecutive days or one which may limit the Associate's future performance of regular duties or assignments. VIP Hospitality management shall ensure that employees who return to work after a serious injury or illness are physically capable of performing their duties or assignments without risk of re-injury or relapse. If the cause of the associates illness or injury was job-related/incurred while on the job, the associate's supervisor/manager will make every reasonable effort to assign the returning associate to assignments consistent with the instructions of the associate's doctor until the associate is fully recovered. A doctor's written note or release is required before recovery can be assumed.

3. Pandemic/Epidemic: VIP will adhere and follow guidelines set forth by Federal, State and local administrations to ensure compliance with health and safety protocols for the safety of our associates, clients and customers.



VIP Hospitality COVID-19/Infectious Disease Safety Plan

If you are experiencing the following symptoms as outlined by the Center for Disease Control (CDC):

- » Fever ($\geq 100.4^{\circ}\text{F}$)
- » Frequent cough
- » Shortness of breath
- » Uncontrolled shivering/chills
- » Loss of sense of taste and/or smell (lasting metallic taste in mouth)

Additional symptoms may include:

- » Muscle and Body Aches
- » Fatigue
- » Headache
- » Sore Throat
- » Congestion/Runny Nose
- » Nausea/Vomiting
- » Diarrhea

You are asked to drop your shift or shift(s) and contact a manager as soon as possible. You are highly **encouraged** to contact your healthcare provider and seek out a COVID-19 test to confirm negative status prior to any return to work. You are further encouraged to return to work only after 24 hours of being symptom-free without the use of medication. Anyone displaying symptoms upon self-admission or screening may be required to leave the worksite for the safety of others. If remote work or telecommuting options exist for your position, you are encouraged to do so. Otherwise, any accrued sick time or paid time off may be used for time not worked.

What to Do:

A) **If you have tested positive for COVID-19**, please drop your next shift or shifts immediately and contact a manager as soon as possible. You may return to work under the following conditions:

Asymptomatic (no symptoms):

- A minimum of 10 days has passed since your positive test result and you remain fever-free without using fever-reducing medication for at least 24 hours, or...
- You have tested again with a negative test result and have been symptom-free for at least 24 hours without using fever-reducing medication.

Symptomatic (had symptoms):

- At least 10 days have passed since your symptoms have appeared.
- Your symptoms have gotten better.
- You have been fever-free for at least 24 hours without using fever-reducing medication.

In order to ascertain the risk to others, you will be asked the following questions:

- Is there any coworker or other airport employee with whom you have been in close contact (6 feet/3 meters or less) for more than a total of 15 minutes or more with any of your coworkers?
- Is there any coworker or other airport employee with whom you have had physical contact such as hugging or kissing or shared utensils like forks, knives, spoons, straws, etc. with any of your coworkers?
- Is there any coworker or other airport employee whom you may have sneezed on/near, coughed on/near, or otherwise possibly exposed to respiratory droplets?

Please be assured every effort will be made to protect your privacy and maintain confidentiality based on both company values and policy and local, state and federal laws such as HIPAA.

VIP Hospitality COVID-19/Infectious Disease Safety Plan continued

- d. Performance Indicator Categories
 - » Appearance
 - » Communication
 - » Accountability
 - » Airport Safety/Cleanliness
 - » Customer Service Aptitude
 - » Team Work
 - » Airport Knowledge
 - » Professionalism

B) If you know you have been exposed to someone who has tested positive for COVID-19 and the answer is yes to any of the prior questions in section (I), please drop your next shift or shifts immediately and contact a manager as soon as possible. You are **STRONGLY ENCOURAGED** to self-quarantine for 14 days. You may alternatively also seek out a COVID-19 test. Once a result is obtained, please refer to the previous situation above: What to Do – (I).

C) If you have answered NO to the questions in section (I) but believe you may have been exposed to someone who has tested positive for COVID-19 or someone who has shown relevant symptoms, please first decide on if you would prefer to self-quarantine or not. The company will not mandate self-quarantine and may permit or deny a 14 day self-quarantine upon additional explanation. However, should you choose to do so, you must utilize any accrued sick time or paid time off for voluntary quarantine.

Prevention of Infectious Disease in the Workplace

1. Do not enter the workplace when knowingly ill.
2. Practice hygiene such as regular hand washing, use of sanitizers when hand washing is not possible between possible exposure points.
3. Regularly clean workspaces, tables, and any devices which may have been exposed to respiratory droplets from sneezes, coughs, talking, singing, etc. or items/areas that experience a high volume of touch or frequent usage.
4. Use appropriate and recommended personal protective equipment (PPE) such as an N-95, surgical, or cloth masks and/or face shields, and the use of gloves or other protective gear.
5. Hold colleagues mutually accountable in the usage of PPE and maintaining hygiene standards.
6. 'Use your voice' in politely requesting others observe guidelines and respond positively to requests from others that you follow guidelines when reminded by others.

COVID-19 Specific Prevention in the Workplace

1. Practice physical distancing (6 feet or 3 meters or greater) whenever practical and limit the duration (time spent) of any exposure as much as possible.
2. Reduce your chance of exposure/transmission to others by limiting contact to those within your immediate household and worksite whenever possible. In some areas of the country, nearly 50% of new cases were contracted from private social gatherings with someone who tested positive for COVID-19. These types of gathering often make us feel safe and secure and thus we remove PPE and do not take the necessary precautions we would normally take in other environments.
3. For respiratory illnesses, limit gathering in enclosed or limited ventilation areas. For break rooms this may present as more frequent and rigorous cleaning, reduced seating/increased spacing and priority and limited usage/time duration for break or only work-related purposes.

Transition Plan

Upon award of the contract, VIP Management will execute the implementation plan to ensure contract readiness and a successful transition. Scheduled meetings with GOAA Leadership to review plans and timelines is critical to monitoring progress, aligning on expectation, and validating execution.

VIP Management has proven transition and implementation experience, led through synergy in Operational and Human Resources leadership pre and post transition.

Operational Leadership experienced in transition strategies and consistent execution

- Dedicated Operations leadership serving as Project Manager to create strategy, and guide teams to urgently meet all critical deadlines.
- Strategy will account for appropriate risk analysis, operational change management, proactive issue resolution, and flexibility in removing roadblocks and closing the loop.
- Progress will be monitored on a consistent basis through weekly reporting, and communication with GOAA partner teams, stakeholders, and transition teams.
- Project Manager will build strong partnerships with the incumbent in a commitment to a seamless internal customer and operational experience.
- Implementation will include connecting On-Site Manager and Assistant Managers with GOAA Operations Teams, TSA Key Personnel, and MCO Security and Law Enforcement, and key stakeholders to eliminate operational disruption through the transition.

Human Resources Leadership experienced in recruiting, retention, and team building

- Dedicated HR leadership serving to support transition in a commitment to Team and Culture
- Incumbent Hourly Employees will be absorbed into the VIP Team, with an initial probation period, pending GOAA feedback.
- Recruiting and Staffing strategy will be led to consider team performance, diversity, and culture
- Onboarding Process and Training (Customer Experience, Operational, and On the Job) will be at the core of the HR implementation strategy
- HR will lead Contract Manager and Supervisor in dedicated Leadership training

Through the direct leadership of Operations and HR Teams, under the guidance of Company Presidents, the implementation strategy will be driven through a seamless approach with the goal of enhancing the experience for GOAA, Customers, and Employees.

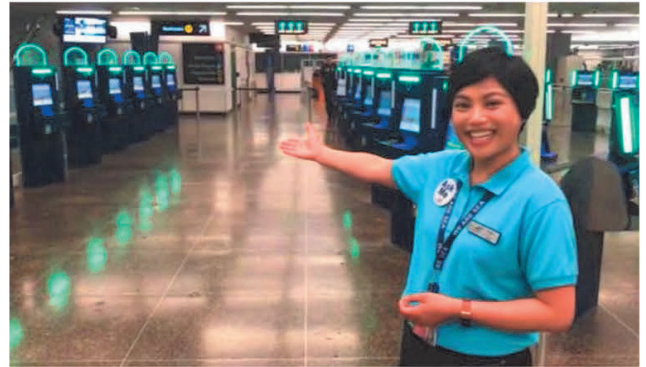
Transition Plan continued

At Risk	Task Name	Start Date	End Date	Duration	Notes
	Preparation	04/03/24	04/09/24	5d	
	VIP Transition Team Meeting	04/03/24	04/03/24	1d	
	VIP Safety Plan	04/03/24	04/03/24	1d	
	Review License and Permit Requirements Met	04/03/24	04/09/24	5d	
	Review Contract Insurance Requirements	04/03/24	04/09/24	5d	
	Recruiting and Staffing Plan Meeting	04/03/24	04/03/24	1d	
	Intent to Award	04/08/24	05/31/24	40d	
	VIP Transition Team Kickoff	4/8/2024*	4/8/2024*	1d	<i>Dates subject to Change pending Contract Award Timelines</i>
	On-Site and Assistant Managers Onboarded	04/08/24	04/08/24	1d	
	Admin Onboarded	04/08/24	04/08/24	1d	
	Notice to Current Teams	04/08/24	04/11/24	4d	
	Partner with Previous Contractor on Transition Timeline	04/15/24	05/08/24	18d	
	Recruiting and Staffing Plan Execution	04/09/24	05/31/24	39d	
	Hiring Manager Assigned	04/09/24	05/31/24	39d	
	Interview and Onboarding Location Set	04/09/24	05/31/24	39d	
	Reach out to Previous Contractor to offer employment opportunities to existing staff	04/09/24	04/19/24	9d	
	Internal Staff notified of Selection	04/09/24	04/19/24	9d	
	Jobs Posted	04/09/24	05/31/24	39d	
	Schedule Job Fair and Open Hire Events	04/09/24	05/24/24	34d	
	Begin Badging and Credential Process	04/09/24	05/31/24	39d	
	Implement Drug Testing for all New Hires	04/09/24	05/31/24	39d	
	HR Orientations -	04/15/24	05/31/24	35d	
	Onboarding and Training Schedules	04/15/24	05/31/24	35d	
	Badge Processing	04/15/24	05/31/24	35d	
	Uniform Pickup	05/20/24	05/24/24	5d	
	Manager Training Schedule	05/20/24	05/24/24	5d	
	Supervisor Training Schedule	05/27/24	05/31/24	5d	
	Group Lead Customer Ambassador Training	05/27/24	05/31/24	5d	
	Contract Execution	05/06/24	05/06/24	6d	
	VIP/GOAA Transition Meetings (Weekly)	05/06/24	05/06/24	1d	
	Review Operations and Set Up	05/20/24	05/27/24	6d	
	Office Setup - Supplies and Equipment	05/20/24	05/27/24	6d	
	HRIS Setup - Payroll and Time Keeping	05/20/24	05/20/24	1d	
	Establish Partnership with GOAA Operations Teams	05/20/24	05/24/24	5d	
	Establish Partnership with TSA	05/20/24	05/24/24	5d	
	Establish Partnership with Law Enforcement and Security	05/20/24	05/24/24	5d	
	Customer Service Training	05/20/24	05/31/24	10d	
	On the Job Training	05/20/24	05/31/24	10d	
	Team Building Event	05/31/24	05/31/24	1d	
	Transition Day				
	Transition Kickoff	6/1/2024*	6/1/2024*	1d	<i>Dates subject to Change pending Contract Award Timelines</i>
	Post-Transition	06/01/24	07/01/24	22d	
	Operations Review	06/01/24	07/01/24	22d	
	30-60-90 Operations Goals	06/01/24	09/02/24	67d	
	VIP/Port Bi-Weekly Check-Ins (Recurring)	06/10/24	06/10/24	1d	
	Quarterly Business Review	09/16/24	09/16/24	1d	

VIP Hospitality's Training - Purpose, Philosophy, Plan, and Path for Success

Orlando International Airport

Where the friendly faces of our VIP Hospitality team members make the Orlando International feel like sunshine and makes its doors to the world feel open and welcoming!



Our Training Philosophy:

At VIP, we don't simply train employees; **we set humans up for holistic success.** This holistic training path is not the sole product of any one person. We see the people who work with us as whole beings, not just the part of the person that is shared with us during their work shift. Because VIP is in the business of investing in people, we have a fantastic corporate trainer creating and facilitating our unique learning experiences.



We share the philosophies of industry leaders whose standards set the bar for service excellence, **human capital development** (Q Principle), **customer service** (Ritz Carlton), and **employee engagement** (Disney Institute).

Andy Stangenberg, President of Q-Principle, celebrating with our recent graduates of the Masterclass shown in the picture to the left. Everyone is empowered to grow, encouraged to become their best selves, and inspired to go above and beyond to deliver a positive passenger experience.

Our standards for service excellence set us apart from other providers

*Q-Principle has earned a global reputation as one of the most successful coaching companies working with staff and leadership in many countries. **Q-Principle has proudly partnered with VIP Hospitality and designed a Service Masterclass Academy, specifically tailored to the aviation sector and the designated responsibilities for each segment of VIP at the Airports.***



Q-Principle

Our Training Plan: *We prepare for our trip, so we reach our destination*

As part of our commitment to customer service and professional development, we NEVER stop training. We are proud to say our CARE Card training happens daily, with a new topic being introduced every other week. Additionally, VIP offers a Training of the Month virtually that offers additional, hyper-focused training on topics such as: personal hygiene and dressing for success, teamwork, tips for managing stressful situations, and more. Additionally, our staff participates in annual refresher trainings with focus on both customer service and maintaining legal compliance. As Orlando grows and evolves, we are excited to grow our training with you; as previously stated, customer service isn't what we do, it is who we are.

Traveling through life, it is important to know where you come from, who you are and where you are going. And where you feel you belong.

At VIP Hospitality, we experience an inclusive feeling and a sense of belonging, both as a valued member of the VIP family and a vital member of the team whose brand we serve.



VIP Hospitality's Company, Culture, and Commitment to Care Training Plan

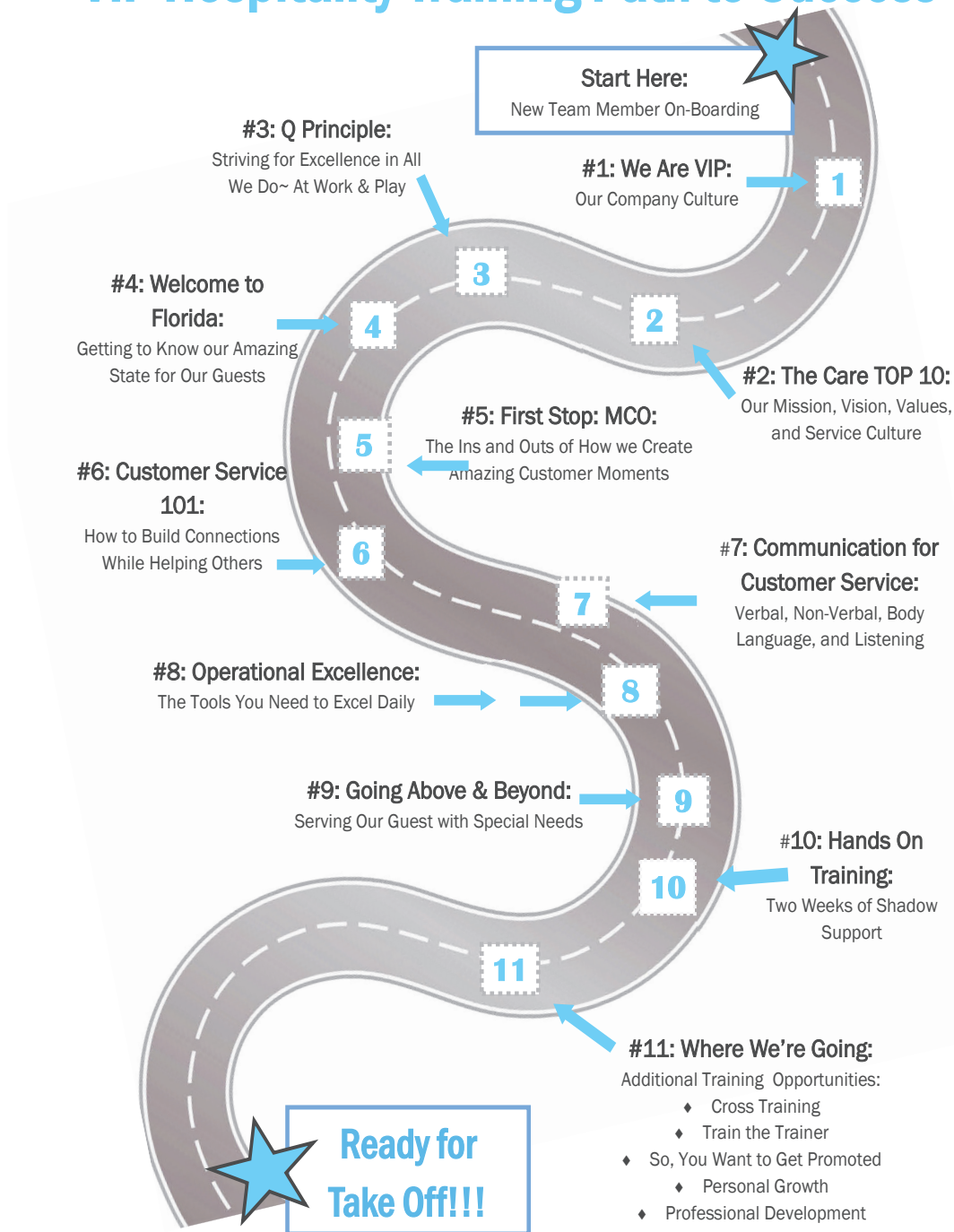
We first focus our training on three essential themes, so every team member knows who we are, what we do, and where we are going. This clarity gives us the confidence to help our clients travel to new heights as we help their customers get to where they are going. Which is why we also invest in training centered around gaining clarity in our culture and gaining our employees' commitment to care for our client's customers - so we gain our client's trust!

We hope our training plan gives you the confidence to choose us as your travel partner. We would be thrilled to gain your trust and your business

Our Training Path to Success: *We listen. We learn. We travel together*

As outlined in this RFP, we listened and learned what is important to address in our training plan to deliver exceptional volunteer and guest services. We believe this plan will lead us down the path of success.

VIP Hospitality Training Path to Success



Training Session Overview, Outcomes & Learning Topics

We offer multiple learning experiences, topics, modalities, and styles to ensure learning experiences stay engaging, and range in facilitation style from traditional classroom to informal, as well as interactive improv and group role plays to one-on-one on-the-job shadows. Our training program is rooted in proven design models that are both effective and meaningful for VIP team members to extend these themes into their work with our clients.

Who We Are			
<i>Who We Are</i> introduces team new team members to our VIP culture. By fully immersing our new hires into the VIP family, we set them up for success throughout their training period and beyond. We don't simply tell humans we care; we demonstrate care in our every interaction. VIP believes in more than just words, we pride ourselves in our actions and interactions. This strongly held belief and commitment to care are the reasons we focus first on our culture before shifting the focus to operational excellence.			
Training Session	Overview	Training Outcomes	Learning Topics
We Are VIP	This learning session introduces learners to the VIP Culture and Executive Leadership team.	<ul style="list-style-type: none"> Familiarization with VIP Culture Introduction to Executive Leadership Team 	<ul style="list-style-type: none"> VIP Hospitality History Code of Honor Mission Vision Purpose
The CARE Top 10	<p>In this learning session we introduce our team to the CARE philosophy.</p> <ul style="list-style-type: none"> Commitment to Excellence Active & Helpful Reliable & Professional Engaging & Kind 	<ul style="list-style-type: none"> Introduce CARE Familiarization with 10 CARE standards Role-Play CARE standards 	<ul style="list-style-type: none"> Greeting Passengers Positive Body Language Positive Tone of Voice Assisting Passengers Exceeding Expectations
Q Principle	VIP has partnered with Q Principle (https://q-principle.com) for a Leadership through Customer Service training course that is unparalleled in its connectivity, application, and holistic human approach to interaction.	<ul style="list-style-type: none"> Empower team members to bring their best, most authentic, true selves to work everyday Encourage genuine connections 	<ul style="list-style-type: none"> Q Principle Training Videos Q Principle Live Training Session Q Principle Certification Celebration
All About Orlando	Orlando International is one of Florida's busiest airports, and what better way to be a friend than to know our city to better serve our visitors and demonstrate care?!	<ul style="list-style-type: none"> Reintroduce team to Orlando Florida through the eyes of a visitor in order to make a great first impression & encourage repeat visits. 	<ul style="list-style-type: none"> Where to go What to do Dining Opportunities A "locals" guide to Orlando and beyond

Training Session Overview, Outcomes & Learning Topics - continued

What We Do			
<p><i>What We Do</i> centers around operational excellence and phenomenal customer service. The learning activities included in this section are all designed to set our team up for success daily, giving them ample opportunities to explore Orlando International and experience what it feels like to be a passenger at Orlando International Airport. After completing the learning activities in What We Do, our team will be ready to support their team and serve our passengers.</p>			
Training Session	Overview	Training Outcomes	Learning Topics
<i>Welcome to Orlando International</i>	This interactive, high-energy class is an airport overview and tour times ten. Team members will spend time exploring their workplace and learning all of the ins and outs of Orlando International	<ul style="list-style-type: none"> Familiarization with all aspects of Orlando International including flow and amenities. Working knowledge of OSHA safety operations, operating hours, and security procedures 	<ul style="list-style-type: none"> Airport Scavenger Hunt/Tour Airport Operations/Codes Rules & Regulations Amenities Retail Outlets Dining Establishments Ground Transportation
<i>Customer Service 101</i>	This training encompasses elements from Q Principle, Horst Schulze's Ritz Carlton service standards, and Disney Institute's employee engagement principles	<ul style="list-style-type: none"> Team members will demonstrate elements of genuine customer service interactions as opposed to robotic feeling transactions 	<ul style="list-style-type: none"> 10-5 Rule Great Greetings Meaningful Interactions Ways to Demonstrate Care
<i>Communication for Customer Service</i>	This session introduces team members to all forms of communication that will enable them to successfully create a warm and welcoming experience for passengers at Orlando International.	<ul style="list-style-type: none"> Team members will observe then role play interactions and various forms of communication. Team members will use positive and effective communication techniques. 	<ul style="list-style-type: none"> Body Language Listening Verbal & Non-Verbal Communication Power Poses Stress Management
<i>Operational Excellence</i>	This session details the operational aspects of the work so that our team has the skills they need to succeed and the confidence to choose excellence at work daily.	<ul style="list-style-type: none"> Team members learn what specific duties they need to execute while on shift and how to properly complete their daily tasks to support their team and serve their passengers. 	<ul style="list-style-type: none"> Safety What to do in case of emergencies Adapting to changes within the airport Dealing with unusual events
<i>Going Above & Beyond</i>	The ultimate goal for a VIP Team Member is to create a service culture where every passenger has a positive experience, this is the course where it all comes together to do that.	<ul style="list-style-type: none"> Team members will demonstrate ways to go above and beyond for passengers who may require extra care. 	<ul style="list-style-type: none"> Distressed Passenger Program Care Corner: The Sensory Room & Chapel Passengers with Special Needs/Needing Extra Care

Training Session Overview, Outcomes & Learning Topics - continued

<p style="text-align: center;">Where We Are Going</p> <p><i>Where We're Going</i> is not only about transitioning team members from the “classroom” foundational training to the hands-on shadowing and first “solo” shifts, but the fostering of both personal and professional development. Once a team member completes their hands-on training, their official onboarding training is considered complete. However, as VIP commits to a holistic model of training, <i>Where We're Going</i> addresses aspects of both personal growth and professional development.</p>			
Training Session	Overview	Training Outcomes	Learning Topics
Hands On Training	This “live” portion of training utilizes Gradual Release of Responsibility (I do, we do, you do) where the trainer models tasks, and works with the new team member side by side, as they gain confidence/ feels comfortable, the trainer steps back and transitions to the role of observer and coach, ensuring the new team member feels set for success and supported	<ul style="list-style-type: none"> • Team members demonstrate essential job functions with and without support. • Team members gain confidence needed to successfully support Orlando International Airport. • Team members spend time shadowing other positions to gain a holistic understanding of airport workings/daily operations. 	<ul style="list-style-type: none"> • Learning topics are specific to each position.
Cross Training for Success	Trainers will create individualized training plans and shadow shift hands on learning opportunities for interested team members as they learn new positions.	<ul style="list-style-type: none"> • Team members are introduced to other positions/responsibilities on the team and able to perform other job duties. 	<ul style="list-style-type: none"> • Hands On Training shifts relevant to the position they are training for.
Train the Trainer	Quarterly Train the Trainer programs will be facilitated for team members who are ready to teach the next generation of VIP team members. Trainers also must re-certify annually by conducting a teach-back to the VIP Training Manager.	<ul style="list-style-type: none"> • Team members will learn and demonstrate effective classroom training techniques. • Team members will learn and demonstrate effective Hands-On training techniques. 	<ul style="list-style-type: none"> • Training Techniques • Building Community • Effective Coaching • Group Engagement
So, You Want to Get Promoted	One aspect of nurturing the whole human is setting them up for success, this includes helping them reach their next career goal if they are at that place in their life.	<ul style="list-style-type: none"> • Team members will prepare for career development by creating documents needed for advancement. • Team members will complete mock interviews with Senior Management to prepare for future interviews. 	<ul style="list-style-type: none"> • Resume Preparation • Networking for Success • Becoming Social Media Savvy • Interviewing Preparation & Techniques
Professional Development	Professional Development is another resource for team members to utilize as they find themselves ready to seek growth. These resources are available in an online platform with options for meetups/follow up activities.	<ul style="list-style-type: none"> • Team members will gain the skills necessary to advance their career and grow their professional skill set. 	<ul style="list-style-type: none"> • Effective Conflict Management • Giving & Receiving Feedback • Servant Leadership • Effective Written Communication • Scheduling • Cross Cultural Communication • Managing Bias
Personal Growth	Designed to support team members in their personal journey, modules/resources are online and self-paced with optional meetups/ follow up activities.	<ul style="list-style-type: none"> • Team Members will gain skills that will help them find balance and peace in their life outside of work. 	<ul style="list-style-type: none"> • Goal Setting • Work/Life Balance • Budgeting • Going to College/ Pursuing Education • Adopting Healthy Habits

Tracking Completed Training

VIP has a three-tiered tracking system for training to ensure all steps are covered and the team can support our new members throughout their training process and beyond.

1. New team members receive their “**roadmap to success**” training tracker pocket cards that they will complete as they progress through training.
2. Trainers receive “**training trackers**” for each new hire as they begin the training process. These are kept in a binder until the hands-on portion of training is complete, where they are then placed in the team member’s personnel permanent file.
3. VIP has an online training tracker that is updated daily during training.

Roadmap to Success Pocket Card Sample:

Classroom Training Required Training	Hands On Training~ Day 01 Shadow Training
<ul style="list-style-type: none"><input type="checkbox"/> We Are VIP<input type="checkbox"/> The Care Top 10<input type="checkbox"/> Q Principle<input type="checkbox"/> All About Orlando<input type="checkbox"/> Welcome to Orlando International<input type="checkbox"/> Customer Service 101<input type="checkbox"/> Communication for Customer Service<input type="checkbox"/> Operational Excellence<input type="checkbox"/> Going Above & Beyond	<ul style="list-style-type: none"><input type="checkbox"/> Greet 10 passengers with individual greetings.<input type="checkbox"/> Give directions to baggage claim 5 times.<input type="checkbox"/> Shadow a supervisor for 30 minutes<input type="checkbox"/> Visit the International Terminal<input type="checkbox"/> Airport Tour<input type="checkbox"/> Spend 30 minutes at Care Corner<input type="checkbox"/> Give directions to transportation options 5 times.<input type="checkbox"/> Recommend dining options 5 times.<input type="checkbox"/> Give directions to retail 5 times.<input type="checkbox"/> Debrief with your Trainer & MOD
You are now ready for Hands-On Training!!! CONGRATS!!!	Rest Up & Prepare for an AWESOME Day 02!!

Ongoing Development

At VIP, we don’t believe development stops after the official training period ends; we choose to develop skill sets in the workplace daily continually. Our team has weekly focus areas that every team member commits to keeping their skills sharp and smiles genuine. These micro-trainings are conducted in pre-shift huddles and post-shift wrap-ups undertaken by the leadership team, trainers, supervisors, and managers and completed before the team member leaves for the day. These wrap-ups are used to identify areas of improvement and coaching opportunities and to celebrate our team daily. Materials for successful implementation are created weekly and provided to the team. Topics can include: *Great Greetings, Demonstrating Care, Open Body Language, Going the Extra Mile, Safety in the Workplace.*

Training Transition Plan

Training Transition			
Days Out	Task	Team Members	Outcome
14	<ul style="list-style-type: none"> Regional Team on Site Initial Observations VIP Kick Off Reception & Thank You 	<ul style="list-style-type: none"> Leadership Team All Current Orlando Employees 	<ul style="list-style-type: none"> Regional Team gains high-level understanding of SOP Community Building
13	<ul style="list-style-type: none"> Leadership Connect Management & Supervisor Training Overview Management & Supervisor Train-the-Trainer 	<ul style="list-style-type: none"> Leadership Team All Current Managers All Current Supervisors 	<ul style="list-style-type: none"> Community Building Training Program Outlined Training Class Participation
12	<ul style="list-style-type: none"> Management & Supervisor Train-the-Trainer Day #2: Classroom Training, Hands On Training 	<ul style="list-style-type: none"> Corporate Trainer All Current Managers All Current Supervisors 	<ul style="list-style-type: none"> Training Class Participation Introduction to Hands On Training
11	<ul style="list-style-type: none"> Hands On Training ~ Side-By-Side day Current Trainers Meet & Greet 	<ul style="list-style-type: none"> Corporate Trainer All Current Managers All Current Supervisors-Leads All Current Trainers 	<ul style="list-style-type: none"> Current Orlando leadership works through Pocket Cards Build community with current training team
10	<ul style="list-style-type: none"> Training Program Overview Current Trainer: Train-the-Trainer, Classroom 	<ul style="list-style-type: none"> Corporate Trainer Current Trainers 	<ul style="list-style-type: none"> Training Program Outlined Training Class Participation
9	<ul style="list-style-type: none"> Current Trainer: Train-the-Trainer, Hands On 	<ul style="list-style-type: none"> Corporate Trainer Current Trainers 	<ul style="list-style-type: none"> Pocket Card familiarization, Hands On Training practice
8	<ul style="list-style-type: none"> Admin Training 	<ul style="list-style-type: none"> Leadership Team HR Director/team 	<ul style="list-style-type: none"> HRIS and Operational Reporting Training Program familiarization & understanding
7	<ul style="list-style-type: none"> New Team Member Training: Classroom 	<ul style="list-style-type: none"> Corporate Trainer Current Trainers/Supervisors-Leads New Team Members 	<ul style="list-style-type: none"> Live facilitation of new training by Training Manager Current trainers see/participate in training process
6	<ul style="list-style-type: none"> New Team Member Training: Classroom Day 2 	<ul style="list-style-type: none"> Corporate Trainer Current Trainers/Supervisors-Leads New Team Members 	<ul style="list-style-type: none"> Live facilitation of new training by Training Manager Current trainers see/participate in training process
5	<ul style="list-style-type: none"> New Team Members begin Hands On Training 	<ul style="list-style-type: none"> Corporate Trainer Current Trainers/Supervisors New Team Members 	<ul style="list-style-type: none"> Hands On Trainers facilitate live training with Training Manager support
4	<ul style="list-style-type: none"> Incumbent Team Members Training: Classroom 	<ul style="list-style-type: none"> Corporate Trainer Current Trainers/Supervisors-Leads Incumbent Members 	<ul style="list-style-type: none"> Live facilitation of new training by Training Manager Current trainers see / participate in process
3	<ul style="list-style-type: none"> Incumbent Team Members Training: Classroom Day 2 	<ul style="list-style-type: none"> Corporate Trainer Current Trainers/Supervisors-Leads Incumbent Members 	<ul style="list-style-type: none"> Live facilitation of new training by Training Manager Current trainers see / participate in process
2	<ul style="list-style-type: none"> Train-the Trainer teach backs 	<ul style="list-style-type: none"> Corporate Trainer Current Trainers 	<ul style="list-style-type: none"> Certification of trainers
1	<ul style="list-style-type: none"> Corporate Trainer on site to assist with final transition. 	<ul style="list-style-type: none"> Corporate Trainer All Orlando team members 	<ul style="list-style-type: none"> Side-by-side support for all team members

Training Transition Plan - continued

Training Transition			
Days Out	Task	Team Members	Outcome
Go Live Day			
Post Transition (7 - 14 days)	<ul style="list-style-type: none"> Corporate Trainer on site to assist with training needs, manager support, team support 	<ul style="list-style-type: none"> Corporate Trainer 	<ul style="list-style-type: none"> Side-by-side support for all team members
Continued Support	<ul style="list-style-type: none"> Corporate Trainer onsite quarterly for training check-ins, trainer certifications. Training materials updated and tailored to meet training areas of opportunity Multiple modality training opportunities delivered Training programs continually refined to continually exceed expectations. 	<ul style="list-style-type: none"> Corporate Trainer All Orlando Team 	<ul style="list-style-type: none"> Trainers have clear understandings of their role and the tools to successfully execute training. Assistant Manager feels empowered to both lead and seek guidance when needed/necessary. Team Members have access to all training materials and can work through <i>Where We're Going</i> module when they feel ready.

Innovative Solutions

VIP innovates through an adaptive and focused organizational structure and leadership team. Leadership priorities are assessed through the needs of our clients and partners instead of following a company-wide static hierarchy. On-site managers will be challenged to increase the utilization of technology and lead a team built around an Innovative Customer Experience and highly engaged Team.

Our Managers are the cornerstone of our commitment to unparalleled customer service and fostering a culture of engagement within our human resource team. With a structured approach that prioritizes customer satisfaction and team empowerment, our Managers catalyzes excellence, ensuring that every interaction with guests or fellow team members exceeds expectations. By aligning our Assistant Managers with these dual focuses, we create an environment where exceptional service and team synergy thrive, ultimately elevating the VIP experience for all involved.

- Allows us to engage, maintain pulse, and develop strategies around continuous customer experience improvements, and lead a highly engaged Team
- **Customer Experience Managers** work to report and present customer experience Highs and Lows, as well as provide and development innovative approaches
- **Human Resource Team** engagement boosts retention, workplace confidence – both critical to consistently meeting the needs of the customer.

Strategic Partnerships for Continuous Innovation

Connected Software

Key partnerships in the iOS/Android Mobile App and AI development space allow VIP Hospitality to stay close to emerging customer experience enhancements through engaged wayfinding, informational service directories, and impulse satisfaction surveys. VIP Hospitality focuses this experience around Mobile devices paired with each Customer Service Ambassador – tying technology to human connections.

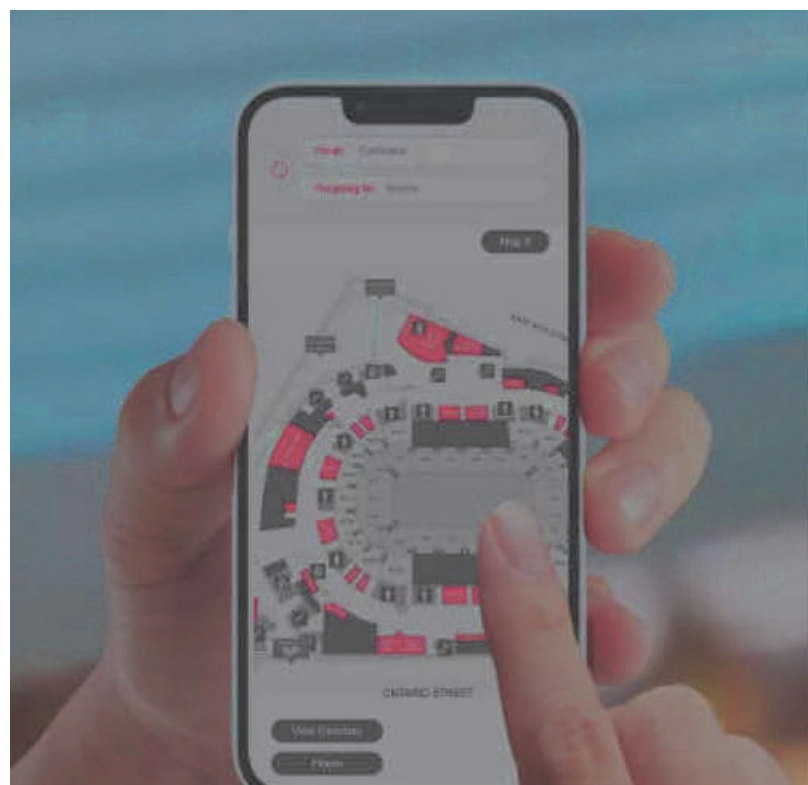
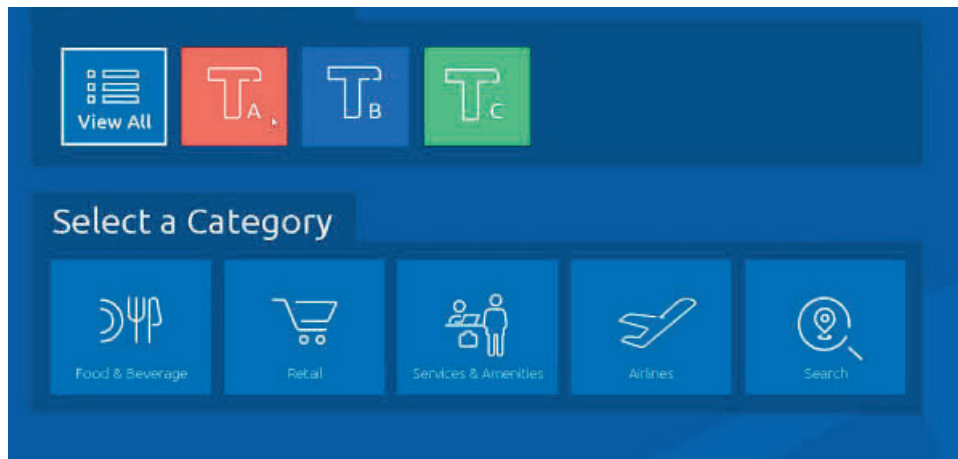
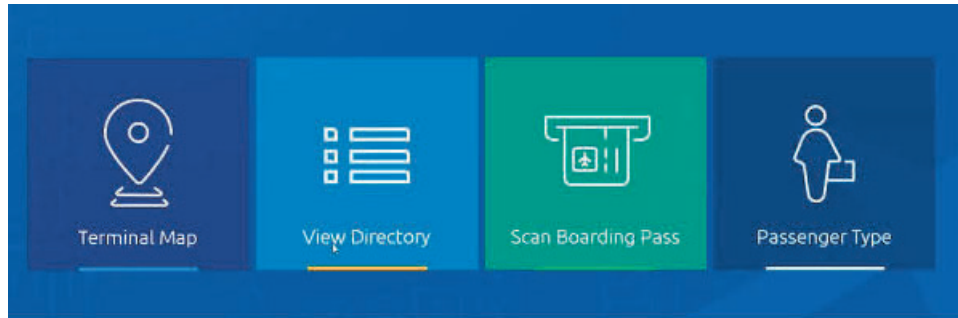
Unlock the potential for groundbreaking partnerships with top-tier app developers and software innovators, seamlessly integrating their cutting-edge tech into a VIP/MCO Branded App, elevating user experience, and setting new standards in convenience and functionality.

Experience the future of wayfinding with our innovative features that empower users to craft personalized terminal itineraries. Our advanced maps offer comprehensive pre- and post-security navigation, guiding users to curated food, beverage, and shopping options. Whether you're craving a quick snack before boarding or seeking the perfect spot to unwind post security, our intuitive interface ensures you navigate the airport at ease and discover all the amenities tailored to your preference.

Continuous development cycles, AI Learning, and data will create a frictionless traveling experience.

- Interactive and Visual Wayfinding
- Provide forecasted wait times at Ticket Counters (for major airlines) and Security Checkpoints
- Connects to Pre and Post Security Food, Beverage, and Shopping options to build a Terminal Itinerary
- Promotes dining and concierge partners through coupons, lead in to websites and propriety order pick up or reservations

Sample dashboard and mobile app of our software



Connected Team through Hardware Innovations

Experience the pinnacle of hospitality innovation with VIP Hospitality's groundbreaking hardware solution. Our relay devices boast an unprecedented nationwide range and offer seamless private and group communication alongside state-of-the-art GPS and Bluetooth tracking functionalities.

But that's not all - with the ability to translate over 30 languages, VIP Hospitality ensures that language barriers are a thing of the past, enhancing communication like never before. And it doesn't stop there. Our cutting-edge relay app complements our hardware, providing unparalleled convenience and safety features.

From the built-in emergency alert system to robust user and group management capabilities, the relay app empowers you always to stay connected and secure.

Visualize the real-time location of ambassadors, effortlessly communicate with anyone using a relay device, and stay informed with live alerts - all within one intuitive interface. With VIP Hospitality, the future of customer services is here, redefining the standards of convenience, safety, and communication in every interaction.

Relay Hardware Solutions

Relay+

Designed to be used by teams big and small

- Talk nationwide using multiple 4G-LTE networks and WiFi
- Make phone calls and communicate with other Relay+ devices, the Relay App and Dashboard
- Utilize GPS and Bluetooth for indoor/outdoor location tracking capabilities
- Live translate over 30 languages



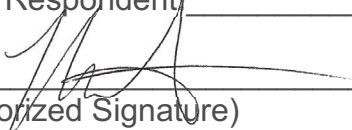
**Certification Regarding Prohibition Against Contracting with
Scrutinized Companies**

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: Michael Workman

By: 
(Authorized Signature)

Title: President, VIP Hospitality, LLC

Date: 2/2/24

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: VIP Hospitality LLC

Authorized Name: Michael Workman Title: President

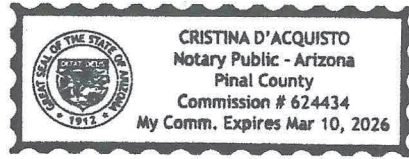
Signature: [Signature] Date 2/1/2024

State of Arizona

County of Maricopa

This instrument was acknowledged before me on 2-1-2024. (Date)

Notary Public Signature [Signature]



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.

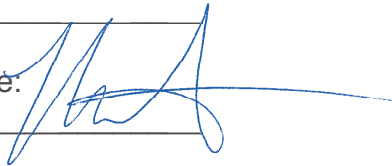
By submission of this Response, the undersigned certifies, under penalty of perjury, that to the best of their knowledge and belief, have met the Florida Statute.

Comments: VIP Hospitality LLC Has no conflicts of interest

Acknowledged by: Michael Workman

Firm Name: VIP Hospitality, LLC

Signature of Authorized Representative:



Name and Title (Print or Type): Michael Workman, President

Date: 02/02/2024
