

Cover Letter & Minimum Qualifications: Brief Introduction to the proponent.

March 17th, 2024

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] International Airport
[REDACTED]
[REDACTED]

Subject: Cover Letter for [REDACTED] s Response to [REDACTED]
[REDACTED] Shuttle Services

[REDACTED]
[REDACTED]
[REDACTED]
Phone: [REDACTED]
Fax: [REDACTED]

Dear Mr. Majumdar,

On behalf of [REDACTED], I am honored to submit our proposal in response to the Request for Proposal (RFP) issued by [REDACTED] Airport for shuttle service operations. As the founder and CEO of this esteemed minority-owned charter bus service, I take pride in our legacy of operational excellence since our establishment in 20[REDACTED]. Our central offices are located minutes away from the [REDACTED] Airport. Our close proximity to the City assets that we would manage under this proposal would enable us to respond quickly to any and all needs that the City has that relate to shuttle repair, personnel management, and every single urgent situation that could possibly arise over our operations and implementation of the terms of this RFP.

Company Overview

For over two decades, [REDACTED] has led the industry in delivering exceptional charter bus services at competitive rates. Our robust network of courteous subcontractors enables us to efficiently accommodate a diverse range of transportation needs, and our dedication to crafting customized travel solutions that resonate with the expectations of each client ensures that every customer enjoys a seamless, safe, and delightful journey.

[REDACTED] LLC; [REDACTED] N [REDACTED]
Phone: [REDACTED] Fax: [REDACTED]
www.[REDACTED].com

Compliance with Minimum Qualifications

We are proud to exceed the RFP's minimum qualifications for operating and managing ground transportation services, as detailed below:

- **Proven Experience:** With over 20 years in active ground transportation service management, including fixed-route shuttle operations, we significantly surpass the three-year company, ten-year general manager, and five-year operational manager experience requirements.
- **Fleet Capacity:** We own and operate a versatile fleet of twenty-four vehicles, far exceeding the eight-vehicle minimum required by this solicitation for the proposed work at the [REDACTED] Airport using City-owned vehicles; we are committed to never leave customers waiting as we provide continuous 24/7 shuttle service with prompt arrivals and departures within fifteen minute intervals.
- **Industry References:** We have maintained solid partnerships with reputable collegial institutions, local transportation partners, and federal defense agencies, as listed in our executive summary. We have completed projects of a similar size and complexity, as noted in detailed charts with contact information for past clients. These relationships have allowed us to continually bolster our reputation as an organization that prioritizes operational reliability and integrity.
- **Rigorous Compliance:** We conduct comprehensive criminal background checks and drug tests on all subcontractors to ensure safety and reliability. We are additionally fully licensed at federal, state, and local levels for legal operation of shuttles, including CDL with passenger endorsement. Further, all drivers are medically certified, as per 49 CFR Part 391.41, guaranteeing that they are physically fit enough to provide safe transportation service.
- **Local Expertise:** Our management team has a deep-rooted understanding of the [REDACTED] area, complemented by a commitment to employing local residents and contributing to community development initiatives.
- [REDACTED] is a City of [REDACTED] SBE and meets the City's requirements contained in the attached Appendix A (Office of Contract Compliance Requirements)
- [REDACTED] has submitted one (1) bid for this solicitation, per City requirements.

Key Points Attesting to Our Financial Stability and Project Performance Capability:

At [REDACTED] we take utmost satisfaction in our steadfast commitment to peak operational performance, customer satisfaction, and community engagement. Our financial health is strong, underscored by years of consistent growth, prudent fiscal management, and



Coast To Coast Tours, LLC

3401 Norman Berry Drive
Suite 273
East Point, GA 30344
Phone: 678-705-3965
Fax: 470-704-8294

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strategic reinvestment in our operations. This financial resilience positions us uniquely to undertake significant projects with guaranteed reliability and sustainability in our services.

We hope that you will find that we have not only demonstrated and claimed, but also proven these themes about how [REDACTED] does business with our clients and how we serve those who trust us with their journeys throughout our response to this solicitation:

- **Consistent Growth and Profitability:** Our financial records reflect a trajectory of consistent growth and profitability, showcasing our ability to efficiently manage resources and generate revenue. This financial strength is pivotal for supporting the scale and demands of managing shuttle operations at [REDACTED] Airport.
- **Solid Liquidity and Creditworthiness:** We maintain a solid liquidity position, with ample cash reserves and access to credit facilities. This liquidity ensures that we can swiftly adapt to project demands, invest in quality assets, and cover operational expenses without disruption.
- **Investment in Assets and Infrastructure:** We have continually invested in modernizing our fleet and supporting infrastructure, thus ensuring we are equipped with the latest technology, vehicles, and amenities for customer comfort. This commitment not only speaks to our financial capability, but also to our dedication to providing safe, efficient, and environmentally friendly transportation solutions.
- **Local Economic Engagement:** As part of our commitment to the [REDACTED] community, we prioritize local hiring and partnerships, contributing to economic growth and stability. Our local engagement strategy reinforces our financial commitment to the region and aligns with the City of [REDACTED] objectives for community development and support.
- **Rigorous Risk Management:** Our proactive approach to risk management, including comprehensive insurance coverage and contingency planning, ensures that we are well-prepared to navigate unforeseen challenges. This strategic foresight is critical for maintaining financial stability and project continuity.

[REDACTED] is ideally positioned to provide exceptional shuttle service operations for [REDACTED] Airport. Our combination of extensive industry experience, operational expertise, customer-centric approach, and community involvement makes us the perfect candidate for this contract. We eagerly anticipate the opportunity to further discuss our planned partnership and showcase how we can enhance the airport shuttle service experience for passengers.

For future correspondence and/or communications regarding this procurement, I can be reached by phone at 404-543-4690, or by email at [REDACTED]@[REDACTED].com.

LLC;
Phone:
www.

Fax:
com

30344



Coast To Coast Tours, LLC

3401 Norman Berry Drive
Suite 273
East Point, GA 30344
Phone: 678-705-3965
Fax: 470-704-8294

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Thank you for considering our proposal. We look forward to the possibility of collaborating with [REDACTED] Airport to set high standards of shuttle service excellence.

Sincerely,

[REDACTED]

CEO and Founder

[REDACTED]

LLC

Contact Information:

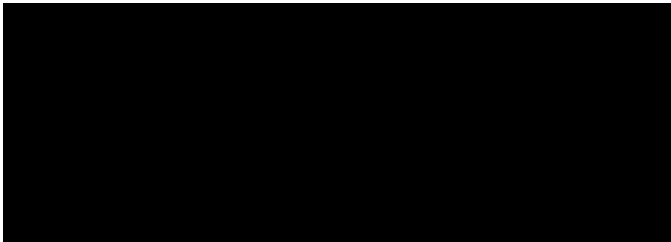
[REDACTED] [REDACTED] com

Phone: 678-705-3965

LLC;
Phone:
www.

Fax:
com

30344



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2.1

Executive Summary

The executive summary must include a letter with the Proponent's name, address, telephone number and fax number, signed by a person authorized to act on behalf of the Proponent. It should also designate one contact person to whom all future correspondence and/or communications will be directed by the City concerning this procurement, if that person is different from the person executing the letter. Each Proponent is required to provide an overview of the Proponent's qualifications to provide the Services being procured through this RFP. The Executive Summary must contain the following information:

2.1.1.

Complete legal name of the Proponent and the name of the legal entities that comprise the Proponent. The Proponent must provide the domicile where each entity comprising it is organized, including entity name, brief history of the entity, contact name, address, phone number, and facsimile number, as well as the legal structure of the entity and a listing of major satellite offices.

complete legal name is LLC. Established under the visionary leadership of in LLC operates as a minority owned enterprise, with its principal place of business located in With over two decades of dedicated service in the transportation industry, is focused on transcending industry benchmarks for the charter bus service sector through our commitment to quality, responsibility, and customer satisfaction. Moreover, has cultivated a wealth of experience, demonstrated by its competent management team, who have a combined amount of eighty-five years of industry expertise, as well as by our team of committed team of professionals who provide safe and exceptional experiences for all customers.

As a financially stable and locally invested business, we have a profound understanding of the diverse travel requirements of our clientele, enabling us to craft transit solutions that exceed expectations. To this end, provides service to travelers twenty-four hours per day, seven days per week, and 365 days a year. Operations take place from a strategically located facility, just ten minutes from International Airport, enabling swift and reliable customer assistance. Additionally, fleet is designed to accommodate tens of thousands of customers annually from all walks of life, with proven

[REDACTED]

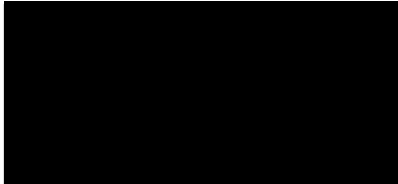
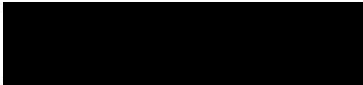
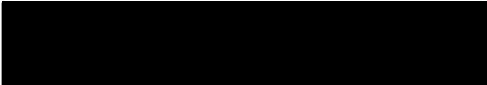
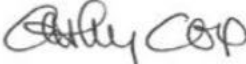
experience transporting students at local public schools as well as military service members who travel in the region for mission-critical training. This approach ensures our readiness and capability to accommodate a wide spectrum of travel needs with competence and professionalism, as well as reflects our capacity for growth and commitment to meeting the demands of all clientele.

Our dedication to excellence is reflected in our continual pursuit of enhancing service delivery, underscored by our strategic alliances with an expansive network of subcontractors. [REDACTED] takes immense pride in our track record of successfully partnering with esteemed organizations across both private and public sectors to offer specialized transportation solutions catering to the needs of business travelers, educational institutions, and federal agencies. Our client portfolio boasts collaborations with reputable educational institutions such as the University of [REDACTED] College, [REDACTED] College, [REDACTED] State University, and the school systems of [REDACTED] and [REDACTED] Counties, alongside pivotal government bodies including the Department of Defense and the Department of Homeland Security.

In particular, our distinguished status with the Department of Defense and comprehensive clearance to serve all facets of the Federal Government and United States Military underscores our unwavering commitment to reliability, accountability, and professional integrity. In the past fifteen years, we have serviced the daily movement of soldiers for the United States military between the sites of the [REDACTED] airport, [REDACTED], [REDACTED], [REDACTED], [REDACTED] and [REDACTED]. We have also facilitated the movement of ROTC students for training activities several times annually. Further, we have met the transportation needs of the General Services Administration (GSA), providing reliable shuttle services for [REDACTED] training events for the National Defense University and the National Auditors. In addition to this, at the hyper-local level, we have provided daily transportation services for [REDACTED] County students as well as special shuttle services to the [REDACTED] World Congress Center for the [REDACTED] Center ([REDACTED] program).

This foundation of competence, responsiveness, and an unwavering commitment to our clients positions [REDACTED] as a paragon of professional excellence in the charter bus service industry. Our team is prepared, willing, and able to meet the varied transportation needs of [REDACTED] residents and visitors. We have drafted this proposal to comprehensively cover all considerations requested by the proposal request guidelines, and we earnestly hope to be selected as the preferred shuttle bus service provider for the [REDACTED] airport.

2.1.1.1.***Certificate of Organization Requirement*****Certificate of Organization**

 	CONTROL NUMBER EFFECTIVE DATE JURISDICTION REFERENCE PRINT DATE FORM NUMBER	
CERTIFICATE OF ORGANIZATION		
I,  the Secretary of State of the State of  do hereby certify under the seal of my office that  has been duly organized under the laws of the State of  on the effective date stated above by the filing of articles of organization in the Office of the Secretary of State and by the paying of fees as provided by Title 14 of the Official Code of  annotated. WITNESS my hand and official seal in the  and the  on the date set forth above.    Cathy Cox Secretary of State		



Additional Certifications Highlighting Our Local Roots and Depth of Experience

Congratulations on receiving your Federal Supply Schedule Contract, Option Extension. Your new contract period is Mar 25, 2014 to Mar 24, 2024.

We look forward to continuing our partnership with you. Excellence in acquisition is a priority for GSA, and we provide a variety of training and marketing opportunities to ensure the proper use of GSA Schedule contracts. We strongly encourage you to review and consider the following when doing business with your Government customers:

Web 2.0 - Take advantage of GSA's Multiple Award Schedules (MAS) Program Portal at www.gsa.gov/schedules. The portal uses Web 2.0 technologies to consolidate online resources and provide enhanced education for the vendor community. Take advantage of the free video and audio training, podcasts, searchable MAS Desk Reference Guide, and access to the MAS Blog and discussion forums in GSA Interact, FAS' social media platform and online community.

* The MAS portal also incorporates other enhanced tools and resources, including a newly redesigned Vendor Support Center [REDACTED] which provides entry for you to access resources to help you work with FAS. From there, link to GSA Advantage!, FedBizOpps, eBuy, GSA eLibrary, and eOffer/eMod.

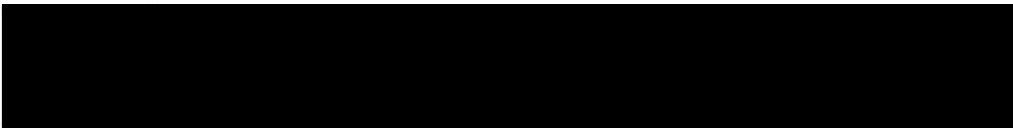
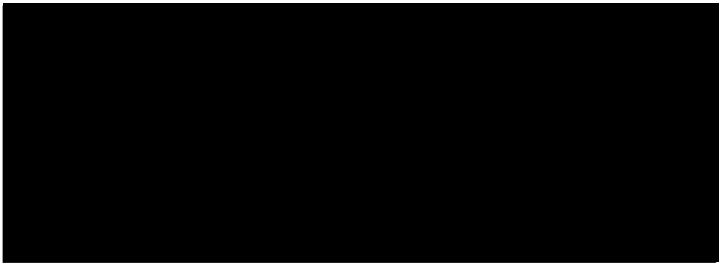
* As a GSA Schedule Contractor, your firm will be listed in GSA eLibrary (<http://www.gsaelibrary.gsa.gov/>), our online source for the latest contract award information.

Please note you are now required to repost your [REDACTED] price list to [REDACTED] Advantage! with the option modification number and the new option period (process may vary for contractors that use the Formatted Product Tool). All other terms, conditions and pricing remain unchanged.

Finally, if you have any questions or require additional information regarding your contract award, do not hesitate to contact me by email at [REDACTED] or by phone at [REDACTED].

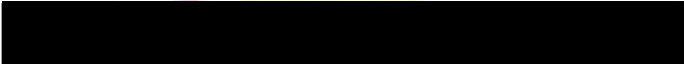
Sincerely,

This is an auto generated email. Please do not reply to this email address.

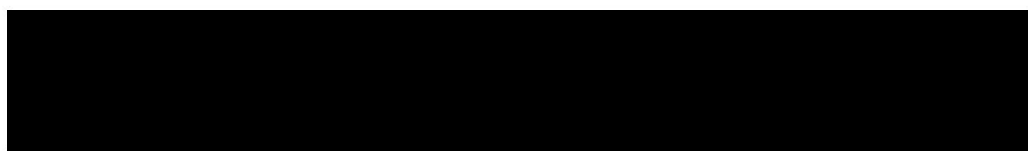
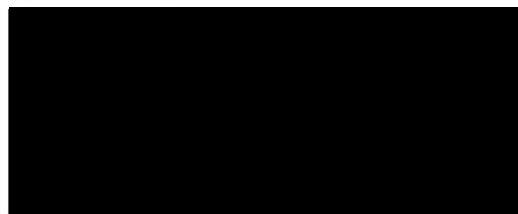
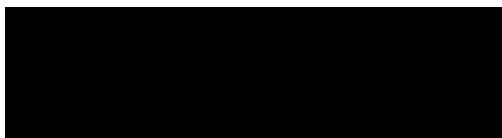


Minority Business Enterprise

Certificate of Certification for



The company is hereby certified as: Minority Business Enterprise and Minority Subcontractor



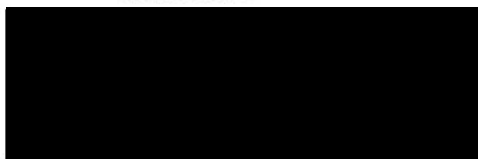


U.S. Department of Transportation
Federal Motor Carrier Safety Administration

400 7th Street SW
Washington, DC 20590

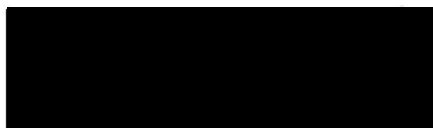
SERVICE DATE
[REDACTED]

CERTIFICATE



This Certificate is evidence of the carrier's authority to engage in transportation as a **common carrier of passengers, in charter and special operations**, by motor vehicle in interstate or foreign commerce.

This authority will be effective as long as the carrier maintains compliance with the requirements pertaining to insurance coverage for the protection of the public (49 CFR 387); the designation of agents upon whom process may be served (49 CFR 366); and schedules (49 CFR 374.305). The carrier shall also render reasonably continuous and adequate service to the public. Failure to maintain compliance will constitute sufficient grounds for revocation of this authority.



Information Systems Division

NOTE: Applicant is a nonrecipient of governmental financial assistance.

NOTE: Willful and persistent noncompliance with applicable safety fitness regulations as evidenced by a DOT safety fitness rating of "Unsatisfactory" or by other indicators, could result in a proceeding requiring the holder of this certificate or permit to show cause why this authority should not be suspended or revoked.

CPN



U.S. Department of
Transportation
1200 New Jersey Ave. S.E.
Washington, D.C. 20590

Federal Motor Carrier
Safety Administration

⁵
Review No.: [REDACTED]

May 2, 20[REDACTED]

In reply refer to:
USDOT Number: [REDACTED]
Review No.: [REDACTED]

Dear [REDACTED]

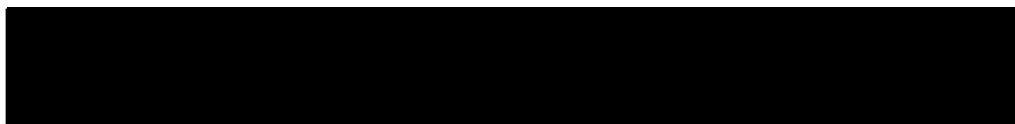
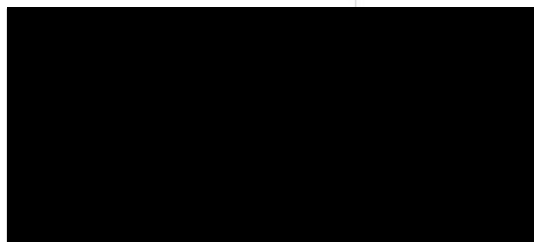
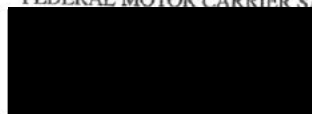
The motor carrier safety rating for your company is:

SATISFACTORY

This SATISFACTORY rating is the result of a review and evaluation of your safety fitness completed on [REDACTED]. A SATISFACTORY rating indicates that your company has adequate safety management controls in place to meet the safety fitness standard prescribed in 49 C.F.R. 385.5.

Please assure yourself that any specific deficiencies identified in the review report have been corrected. We appreciate your efforts toward promoting motor carrier safety throughout your company. If you have questions or require further information, please contact:

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION





MCA Number: [REDACTED]

Date Issued: [REDACTED]

Reissued: [REDACTED]

Permit Number: [REDACTED]

Motor Carrier Of Passenger Permit

Upon consideration of the record in the above numbered application, it is therefore ORDERED:
that authority be and is hereby granted to:

Business Address

[REDACTED]

Mailing Address

[REDACTED]

To transport passengers in charter bus transportation, between points within [REDACTED] over no fixed route, in accordance with the rules and regulations of the [REDACTED] Public Service Commission and of [REDACTED] Motor Carrier Laws.

This permit shall remain in effect so long as said carrier complies with the Georgia Public Service Commission's safety and insurance requirements and does not exceed insured mileage radius. By Order of the Georgia Public Service Commission

[REDACTED]



[REDACTED]

[REDACTED]

MOTORCOACH SAFETY, DOT COMPLIANCE & CUSTOMER SERVICE TRAINING

Certificate of Completion

Presented to

[REDACTED]

On February 11, 20 [REDACTED] received 2 Hours of Training in, [REDACTED]

[REDACTED] conducted by [REDACTED]

Our mission:

*To educate and train drivers on how to
perform safely on our nation highways.*

[REDACTED] President

[REDACTED] LLC

[REDACTED]

TOTAL P.002

 Department of the Treasury
Internal Revenue Service
Ogden, UT 84201

In reply refer to:
Dec 07, 201

Taxpayer Identification Number:

Form(s):

Dear Taxpayer:

This letter is in response to your telephone inquiry of December 12.

We accept your election to be treated as an S corporation with an accounting period of December 31st, beginning January 1st, 20 . Please keep this letter in your permanent records as proof of acceptance of your election.

Note: If we examine your return, we will verify that this election is appropriate for your situation.

If you have any questions regarding this letter, please call our Customer Service Department at between the hours of 7:00 AM and 10:00 PM. If you prefer, you may write to us at the address shown at the top of the first page of this letter. When you write, please include a telephone number where you may be reached and the best time to call.

Sincerely,

Customer Service Representative



Department of the Treasury
Internal Revenue Service
637 Registration Group
8701 S. Gessner Rd., Stop 5403 HAL
Houston, TX 77074

Letter of Registration

Dear [REDACTED]

We've approved your Form 637, *Application for Registration (For Certain Excise Tax Activities)* under section 4222 of the Internal Revenue Code. Your registration number and the effective date of registration are shown above. We registered you for the following activities:

The "I" activity in your registration number signifies a buyer (other than nonprofit educational organization or state or local government) of taxable tires for use on certain intercity, local, or school buses.

The enclosed Publication 5039, *Terms and Conditions of Registration*, explains what you must do to keep your registration in good standing.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely, *Felicia D. Walker*

Felicia D. Walker for Jennifer D. Butcher
Acting Chief, Excise Tax Program

Enclosure:
Publication 5039

2.1.1.2.

Certificate of Existence Requirement (Not Required for Coast to Coast Tours, but still provided)

Certificate of Existence

STATE OF [REDACTED] Secretary of State [REDACTED]	
CERTIFICATE OF EXISTENCE	
I, [REDACTED] the Secretary of State of the State of [REDACTED] do hereby certify under the seal of my office that [REDACTED]	
was formed in the jurisdiction stated below or was authorized to transact business in Georgia on the below date. Said entity is in compliance with the applicable filing and annual registration provisions of Title 14 of the Official Code of [REDACTED] Annotated and has not filed articles of dissolution, certificate of cancellation or any other similar document with the office of the Secretary of State.	
This certificate relates only to the legal existence of the above-named entity as of the date issued. It does not certify whether or not a notice of intent to dissolve, an application for withdrawal, a statement of commencement of winding up or any other similar document has been filed or is pending with the Secretary of State.	
This certificate is issued pursuant to Title 14 of the Official Code of [REDACTED] Annotated and is prima-facie evidence that said entity is in existence or is authorized to transact business in this state.	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
	Secretary of State

2.1.2.

Brief highlights should be included describing concept of operations, management plan, and Proponent's experience in a similar operation. This section should highlight why your company should be selected to operate this service opportunity.

Concept of Operations

At [REDACTED] our mission is to offer unmatched shuttle services that are reflective of the high-caliber operations synonymous with [REDACTED] esteemed Domestic and International terminals. We recognize the pivotal role [REDACTED] International Airport [REDACTED] plays as a crucial entryway, granting us the opportunity to forge enduring and positive first and final impressions for users of our Shuttle Service. We embrace the significance of our role as ambassadors of [REDACTED] and the City of [REDACTED] and, considering the various stress levels experienced by long-distance travelers, it's paramount for our team to embody the city's reputation for hospitality and efficiency. These moments are integral to shaping perceptions of [REDACTED] and [REDACTED] globally, and our professionals are trained to provide services with warmth and dignity, ensuring every interaction at the bookends of many travelers' journeys leaves a lasting, favorable impact.

To this end, [REDACTED] provides exemplary charter bus services characterized by affordability, safety, and a customer-centric approach that emphasizes reliability and traveler satisfaction. We have built our legacy over the last twenty years upon the provision of outstanding transportation services across various sectors, notably within education and government circles. This has given us deep insight into the travel needs of a diverse clientele base enables us to craft solutions that exceed expectations. We utilize this insight to train our vast network of subcontractors to transcend the demands of the million-plus travelers who may utilize airport shuttle services in any given year.

Regarding our shuttle procedures, our operations are bolstered by a robust fleet of 34 vehicles, championed by approximately 75 passionate employees. This dedicated crew is ready to facilitate seamless connections between the three main required routes between the International Terminal, the Domestic Terminal, and the Rental Car Center. Moreover, our commitment is to ensure safe, pristine, considerate, and punctual service, with a goal that passengers will face no more than a five-minute delay before departure from any point.

Beyond this, [REDACTED] places the highest priority on the protection of both its customers and employees. This commitment is reflected in our strict adherence to safety regulations, rigorous driver selection processes, and ongoing training programs. Drivers are required to have a Commercial Driver's License (CDL), undergo regular medical certifications,

[REDACTED]

and participate in defensive driving, CPR, and First Aid training for certification. [REDACTED] policies also include mandatory seat belt use to minimize the risk and severity of injuries. These measures contribute to [REDACTED] satisfactory safety rating and underscore their dedication to maintaining a safe, healthy, and optimized work environment.

[REDACTED] further demonstrates superior operational prowess through its strategic management of vehicle and driver resources to meet the dynamic needs of its clientele. This efficiency is achieved through the implementation of standard operating procedures that include daily vehicle inspections, adherence to a preventative maintenance schedule, and the use of technology to enhance service delivery. [REDACTED] proactive approach to evaluating current operations, coupled with its capacity to swiftly respond to transportation challenges, ensures the continuous optimization of its services.

Additionally, [REDACTED] is acutely aware of the importance of maintaining a professional image in the highly competitive transportation industry. We adhere to detailed standard operating procedures that ensure consistent, high-quality service. These procedures encompass comprehensive training programs, stringent safety and maintenance protocols, and efficient route planning. Drivers are required to complete a rigorous pre-employment screening process, including drug and alcohol testing, and must participate in regular training sessions to uphold [REDACTED] service standards.

To keep an attractive presentation for all our riders, vehicles undergo daily inspections and maintenance checks to guarantee their optimal performance, cleanliness, and safety. Work areas such as bus staging and pickup locations are likewise kept neat, clean, and orderly. Moreover, staff members are expected to meet strict uniform and grooming standards, contributing to a professional and confident appearance that enhances the overall customer experience. This attention to detail in maintaining a positive image is critical to [REDACTED] success as an organization that regularly provides service to a wide customer base.

To further reinforce its professional image, [REDACTED] has implemented uniform guidelines for all employees. Staff are required to wear neat and professional uniforms that project confidence and respectability. This uniform policy extends to drivers, office staff, and management, highlighting our commitment to maintaining a consistent and professional appearance across our organization as well as creating an environment of professionalism and respect. We believe this is appreciated by our customers and that it enhances [REDACTED] reputation for quality service.

Executive Vision and Background

Under the adept stewardship of CEO [REDACTED] Jr, our management team showcases unparalleled operational excellence. Our CEO holds an impressive record of over thirty-five years of experience in the motor coach transportation industry, and the rest of the managing team surpasses a cumulative forty years of professional devotion to transportation, customer service, and operational management. This expertise guarantees efficient service delivery and adept problem-solving based on comprehensive skill sets gained from these multi-industry positions. Our commitment to excellence is further reinforced through rigorous driver selection processes, continuous training opportunities, and stringent safety and maintenance protocols, ensuring our high standards are unfailingly upheld.

Coast to Coast's Experience with Local Institutions

[REDACTED] track record in serving esteemed educational entities like the [REDACTED] County School District alongside notable federal agencies highlights our operational competence and reliability. In our provision of exceptional transportation services, [REDACTED] has a strong reputation of adhering to the Department of Defense Bus Agreement standards, securing compliance with the highest levels of safety and operational efficiency. This commitment is guided by the Federal Motor Carrier Safety Regulations (FMCSR), Part 387, and the Defense Transportation Regulation, Part 1, Passenger Movement, which mandates our adherence to specific bus routing authorities and insurance requirements for all our vehicles. Our authorization to cater to all these facets of the Federal Government and Military, including the Department of Defense and Homeland Security has thus allowed us to build trustworthiness in our capability to follow even the most stringent security measures. This is also reflected in our satisfactory safety rating and strict adherence to regulatory compliance, coupled with our dedication to employing seasoned drivers and maintaining a state-of-the-art fleet.

In addition to the above, our responsibilities include diligent movement completion reporting within GOPAX and maintaining 24-hour emergency contact availability. Our commitment to the highest transportation standards extends to rigorous equipment inspections and an unwavering responsibility towards passenger safety from boarding to off-loading. As we have met the exacting standards of the [REDACTED] County School District and its bus program, offering an unparalleled transportation solution that prioritizes safety, efficiency, and operational excellence, and as we have met the needs of the Department of Defense, we stand ready to meet the needs of [REDACTED] Airport. No matter how logistically complex, we are fully prepared to handle any fixed-route services with any number of vehicles and associated personnel.

This operational framework, underpinned by our seasoned management and demonstrated experience in similar ventures, positions [REDACTED] as a formidable contender to

undertake the shuttle assistance opportunity presented by [REDACTED] Airport. Our unwavering commitment to safety, customer satisfaction, and community engagement ideally aligns with the airport's vision for a responsive and reliable shuttle service provider and solidifies our standing as the ideal candidate to deliver these services.

2.1.3.

A description of the Proponent's plan for complying with the goals set forth in Appendix A. This section should include detailed information regarding the essential sub-contractors / sub-consultants the Proponent intends to use and should indicate the role and responsibilities these firms will be assigned. Each Proponent must provide a letter from each essential sub-contractor / sub-consultant indicating that the firm concurs with the role and responsibility RFP-IF-DOA/2402-1240223, [REDACTED] Shuttle Services 2 Proponent has described.

[REDACTED] is committed to the collaborative success of the [REDACTED] Shuttle Services project, ensuring not only the highest standards of shuttle operations but also a profound engagement with the local community and economy. In alignment with the requirements of RFP-IF-DOA/2402-1240223, our approach includes the utilization of diverse, certified Disadvantaged Business Enterprise (DBE) firms, thereby fostering inclusivity and economic growth within the City of [REDACTED]. Our subcontracting strategy is detailed below, demonstrating our dedication to community collaboration, superior service delivery, and operational excellence.

Subcontractor Engagement and Roles

AlphaGraphics West Midtown: As a key certified subcontractor, AlphaGraphics will take on a vital role in business and marketing printing design, writing, printing, binding, and delivery. This includes the production of employee handbooks, training manuals, business cards, and signage, with a commitment valued at \$64,908.90, accounting for .31% of the total bid amount.

AlphaGraphics' certification (#2015-452) and their concurrence with the roles and responsibilities laid out, affirm our joint commitment to the project's success. Dover Staffing will enhance every aspect of our human resources capabilities in relation to this project. They will provide facilities, training, and many forms of resources that will increase passenger satisfaction, ensure operational excellence, and optimize personnel performance. Choice Business Solutions will ensure compliance with any and all accounting requirements under this RFP and enable [REDACTED] to provide timely, accurate data and reporting to the City as we focus on successful operations at the Airport.

Community Impact and Local Business Participation

In our dedication to community engagement and economic development within [REDACTED] we have outlined the participation of multiple local businesses, ensuring a direct positive impact on the

local economy. These businesses, including but not limited to [REDACTED], along with [REDACTED] represent a diverse cross-section of the [REDACTED] business community. These partnerships are characterized by a shared commitment to excellence and community service, reflecting a diverse engagement with African American Business Enterprises (AABE) and contributing to a total subcontractor percentage of 2.66% of the total bid.

Commitment to Diversity and Economic Growth

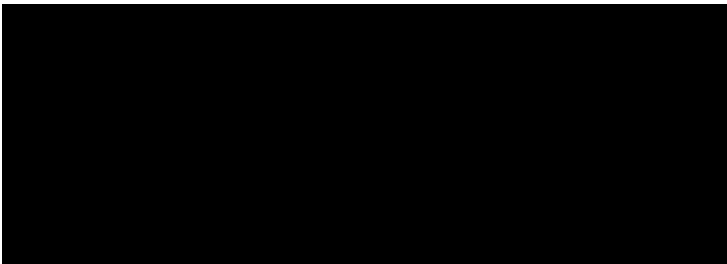
Our subcontracting plan does not merely fulfill a requirement; it embodies our ethos of community engagement, diversity, and economic empowerment. Through the careful selection of subcontractors, we aim to contribute significantly to the local economy, ensuring that the benefits of the [REDACTED] Shuttle Services project extend beyond the confines of [REDACTED] International Airport to touch the lives of [REDACTED] residents and businesses. Our commitment is evidenced by our thorough solicitation and inclusion of certified SBE firms, aiming for a subcontracting goal that reaches up to 35% in alignment with the project's objectives.

As a certified DBE ourselves, [REDACTED] is not only prepared to meet the operational demands of the [REDACTED] Shuttle Services project but is also committed to doing so in a manner that uplifts and involves the local [REDACTED] community. Through strategic partnerships with certified DBE firms and a keen focus on subcontractor engagement, we are dedicated to delivering unparalleled shuttle services while fostering economic growth and diversity within the city. Our response to this particular RFP requirement is a testament to our capability, experience, and commitment to excellence, community, and collaboration.

2.1.4.

A declarative statement as to whether the Proponent or any member of the Proponent's management team has an open dispute with the City or is involved in any litigation associated with work in progress or completed in either the private or the public sector during the past five (5) years.

[REDACTED] hereby declares that neither our company nor any member of our management team has had any open disputes with the City or been engaged in litigation related to work in progress or completed across the private and/or public sectors. We emphasize our commitment to maintaining the highest standards of professionalism, integrity, and operational excellence, guaranteeing that all our services are delivered without conflict or contention. This declaration underscores our dedication to fostering positive and productive relationships with all stakeholders, including municipal entities, clients, and the communities we serve.



Our impeccable record and unwavering commitment to professionalism, integrity, and operational excellence is likewise strengthened by our absence of bankruptcy or insolvency proceedings in the past ten years. Our financial stability is also reflected in that we have not appointed a receiver, trustee, or assignee for the benefit of creditors. Furthermore, we have consistently fulfilled our contractual obligations, never failing to complete awarded work. Additionally, it is important to note that neither  nor any of our personnel, agents, independent contractors, or subcontractors have been convicted of, or pleaded guilty or no contest to, any felony.

This record underscores our dedication to fostering positive and productive relationships with all stakeholders, including municipal entities, clients, and the communities we serve, making certain that our services are delivered with the highest level of professionalism and without conflict or contention.

2.2.

Industry Experience and Qualifications

2.2.1.

Proponent must have continuously and actively operated and managed a ground transportation service over a fixed route(s) or a similar shuttle service transporting passengers with a minimum of seven (7) vehicles during the last three (3) consecutive years and provide references of said industry experience.

meets and surpasses the requisite criteria for industry experience and qualifications as specified. For over two decades, specifically more than the last three consecutive years, we have actively and continuously managed and operated ground transportation services. Our services encompass a comprehensive range of shuttle operations, utilizing a versatile fleet of twenty-four vehicles that significantly exceeds the minimum requirement of seven (7) vehicles. This robust operational framework is a testament to our capacity to efficiently transport passengers across predetermined routes, ensuring reliability and comfort.

We have successfully forged long-standing partnerships with local educational institutions and government bodies such as the Department of Defense, reflecting our vast experience and unwavering commitment to excellence in passenger transportation. Other notable collaborations related to fixed route service over long distances that involved far more than seven of our own vehicles include services provided to the County School District, County Public Schools, County School District, other federal agencies, all of which underscore our operational skill and capability. These partnerships, alongside our clearance to serve all parts of the Federal Government and Military, including the Department of Defense, as mentioned above, and Department of Homeland Security, which have taken our personnel and assets onto secure military installations for passenger transport, affirm our distinguished position in the industry as a local SBE who has done it all.

Three references attesting to our extensive experience and the high quality of our shuttle services are provided within this bid on the next several pages. They have also been included in our 'Required Submittals.' These strong and compelling references illustrate our dedication to operational excellence, customer satisfaction, and safety, aligning with the rigorous standards expected by the City of and the Department of Aviation as well as by the general public that we are accustomed to serving.



DEPARTMENT OF DEFENSE

To Whom It May Concern,

As a representative of the [REDACTED] transportation office, I am writing to express our unreserved recommendation of [REDACTED] for transportation services at the Hartsfield-Jackson Airport. Over the past 15 years, [REDACTED] has been a critical transportation partner, faithfully conducting soldiers' movement with precision and reliability.

The transfers from several Army National Guard armories across Georgia, have been instrumental in maintaining the logistical efficiency required by our military operations. These routes span significant distances and require diligent time management and unwavering dedication to safety, all of which [REDACTED] has demonstrated consistently.

The distances covered in these routes are a testament to [REDACTED] capability to manage long-distance travel while ensuring punctuality and the well-being of our personnel. Their ability to seamlessly integrate into our structured military schedule, which demands strict adherence to timing and protocol, speaks volumes about their operational excellence and organizational prowess.

[REDACTED] fleet is impeccably maintained, and their staff is rigorously trained to operate within the stringent guidelines we set forth. They have shown a unique ability to meet our transportation needs, which often entail comprehensive security requirements and the ability to adapt to fluctuating demands.

Given our longstanding and highly satisfactory relationship with [REDACTED] we believe they would bring unparalleled service to the [REDACTED] Airport. Their experience with the military's demanding transportation needs ensures they are more than capable of handling the complexities associated with airport operations.

For any further inquiries or verification of details, please do not hesitate to contact me. [REDACTED] LLC has our highest endorsement and fullest confidence.

Respectfully,

Traffic Management Specialist

O - [REDACTED]

C - [REDACTED]



To whom it concerns

[REDACTED] has worked with [REDACTED] for over 20 years. We continue to work with them because they show a commitment to their clients and to their work. They time and time again have shown a due diligence to keep client satisfaction at a high level. They exude exceptional professionalism, provide timely communication, employ only professional drivers as well as keep a meticulously maintained fleet of equipment.

Kushner as a company only works with the best of the best. We consider [REDACTED] to be of that level. They are our first call when transportation is needed.

They would be of best consideration for your transportation services.

Please feel free to reach out for any further questions.

[REDACTED]



March 14, 2024

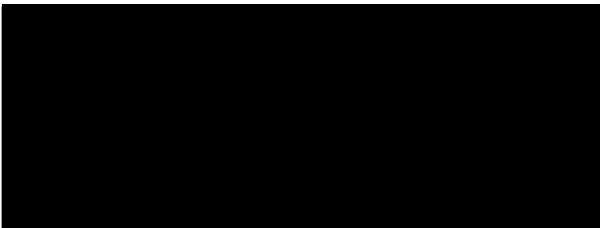
To Whom It May Concern,

As the owner of [REDACTED] LLC, a premier student travel company that orchestrates educational journeys for over 3,000 students annually, I am writing to extend our wholehearted endorsement of [REDACTED] LLC. Our partnership has been nothing short of exemplary, showcasing their unparalleled commitment to ensuring the safety, comfort, and educational enrichment of our students.

Our during our collaboration with [REDACTED] their services have been indispensable to the success of our educational travel programs. Their dedication to accommodating the unique needs of student travel has significantly enhanced the quality of our offerings, allowing us to provide experiences that are not only educational but also safe and enjoyable for all participants.

One of the most commendable aspects of [REDACTED] is their unwavering attention to safety. Understanding the paramount importance of student safety, they have consistently implemented rigorous safety protocols and maintained a fleet of vehicles that meet the highest standards of comfort and reliability. Their drivers are exceptionally trained, displaying professionalism and a keen awareness of the needs of young travelers.

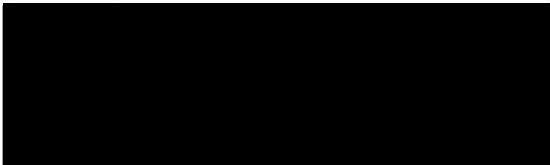
Furthermore [REDACTED] has demonstrated remarkable flexibility and efficiency in logistics management, adapting to various travel schedules and educational objectives with ease. This adaptability has been crucial in facilitating smooth transitions between educational sites, accommodations, and other destinations, thereby ensuring that our programs run seamlessly and without disruption.



Their staff's commitment to creating a supportive and educational environment has also been noteworthy. From the planning stages to the execution of each trip, their team works closely with us to ensure that every aspect of the journey aligns with our educational goals and the students' welfare. This collaborative approach has allowed us to provide enriching educational experiences that leave lasting impressions on our students.

In conclusion,  has proven to be an invaluable partner in delivering high-quality educational travel experiences. Their dedication to excellence, safety, and customer satisfaction is evident in every facet of their operations. We have every confidence in their ability to exceed the expectations of any organization requiring top-tier travel services, and we look forward to continuing our prosperous relationship with them.

For any further inquiries or verification of details, please do not hesitate to contact me  has our highest endorsement and fullest confidence.



Moreover, in addition to these formal signed reference letters from three of our satisfied clients, we have also included four examples of past projects that demonstrate our ability to fulfill all expectations, requirements, and needs from this RFP within our 'required submittals' attachment in our response. The past performance data is in the format requested by the City. The references provided are not from the same projects and attest to [REDACTED] performance ability and credibility in the logistics management and transportation sector.

We have demonstrated its expertise and responsibility in managing transportation, logistics, and operations through a variety of significant projects, reflecting our capability to fulfill the requirements for the [REDACTED] Airport shuttle service contract. These are four examples of such projects:

Ft. Moore Transportation Project

Since 2005, [REDACTED] has been the prime contractor for substantial personnel movements at Ft. Moore, [REDACTED] providing transportation for military personnel within the United States and to the [REDACTED] airport. With a contract value of \$1,679,502.14 over two years, we have upheld our role with sole responsibility for logistical management and transport execution, showcasing their robust operational capacity. Services remain ongoing, evidencing our sustained excellence and reliability in service delivery.

National Guard Transportation Project

In a similar vein, [REDACTED] has been indispensable to the National Guard since 2005, facilitating the movement of guards to various locations across the country. The project, valued at \$335,207.00 over two years, underscores our adeptness in logistical management and transportation execution. This ongoing engagement reinforces our proficiency in handling complex logistics and transport operations.

[REDACTED] MEPS Shuttle Service

Since October 2022, [REDACTED] has rendered transportation services for military personnel ready for service from Fort Gillem to [REDACTED] Airport. This contract, totaling \$242,100.00 over two years, reflects our capability to seamlessly integrate with military operations, ensuring the timely and secure transport of personnel, with [REDACTED] overseeing all logistical and operational aspects.

[REDACTED] County School District Project ([REDACTED] [REDACTED])

From August 2019 to the present, [REDACTED] has efficiently managed transportation for students and teachers within the [REDACTED] County School District to the GWCC, coordinating with schools for timely pickups and drop-offs. The project, valued at \$550,600 over two years,

showcases our adaptability and commitment to community-focused services, reinforcing their expertise in managing detailed logistical tasks and operations with a total focus on safety and efficiency while servicing fixed route projects.

These projects collectively highlight our unparalleled capability in managing comprehensive transportation and logistics operations, making [REDACTED] an ideal operator for the [REDACTED] Airport shuttle service contract. Our continuous role as the prime contractor in various capacities exemplifies our operational excellence, customer-centric approach, and deep commitment to community engagement and safety.

2.2.2.

Proponent must clearly illustrate how it meets the overall qualification requirements set forth in this RFP. Proponents that fail to meet or demonstrate the above criteria in its proposal will be deemed non-responsive and/or non-responsible.

[REDACTED] is eager to work with the City of [REDACTED] and the Department of Aviation as it relates to managing shuttle operations as well as a substantial number of personnel at the [REDACTED] Airport. Over the course of our multi-million dollar annual contracts with the Department of Defense, local school systems, and other clients that do mission critical work across the state and the region, we continuously provide superior customer service and manage complex logistical operations on a daily basis.

[REDACTED] exemplifies its suitability for the RFP criteria through its proven track record of effectively augmenting operations at [REDACTED] International Airport during critical times. Our prompt and efficient response to calls from the City for additional support during extreme weather events and urgent situations underscores our deep understanding of airport operations and logistics. This experience not only showcases our operational excellence and flexibility but also demonstrates our integral role as a reliable extension of the airport's transportation capabilities. We know how to operate at the Airport and already serve as a reliable partner during times of need.

Whether it is the Operations and Management Plan that is outlined in section 2.3 of the City's RFP, the Customer Service Plan outlined in section 2.4, the Operating Budget in section 2.5, or the Management Fee we propose in response to section 2.6 of this solicitation, [REDACTED] tours far exceeds any and all minimum requirements laid out in the RFP.

We are aware that the City assesses the responsiveness of a Proponent using, but not limited to, the following criteria:

- A timely and effective delivery of all services, materials, documents, and/or other information required by the RFP-IF-DOA/2402-1240223, [REDACTED] Shuttle Services 7
- The completeness of all material, documents and/or information required by the City
- The notification of the City of methods, services, supplies and/or equipment that could reduce cost or increase quality.

We are also well aware that the City assesses the responsibility of a Proponent through, but not limited to, the following parameters:

- The ability, capacity, and skill of the Proponent to perform the Agreement or provide the Work required;
- The capability of the Proponent to perform the Agreement or provide the Work promptly, or within the time specified without delay or interference;
- The character, integrity, reputation, judgment, experience, and efficiency of the Proponent;
- The quality of performance of previous contracts or work;
- The previous existing compliance by the Proponent with laws and ordinances relating to the Agreement or Work;
- The sufficiency of the financial resources and ability of the Proponent to perform Agreement for providing the Work; and
- The quality, availability and adaptability of the supplies or contractual Work to the particular use required.

We stand by our 20 years of experience, our legacy of satisfied clients, our strong financial reserves, our operational prowess, our institutional knowledge, our local roots, and, above all, our commitment to serving [REDACTED] and all of our visitors and residents. We attest that we meet all of the outlined requirements and look forward to serving the City.

2.3.

Operations and Management Plan

The Proponent's Operations and Management Section of the proposal must include detailed plans for operating, managing and staffing [REDACTED] Shuttle Services between the Domestic and International Terminals and the Rental Car Center. Describe how the management plan will ensure that all items included in the Scope of Services will be provided. This section must include, but not limited to, the following items:

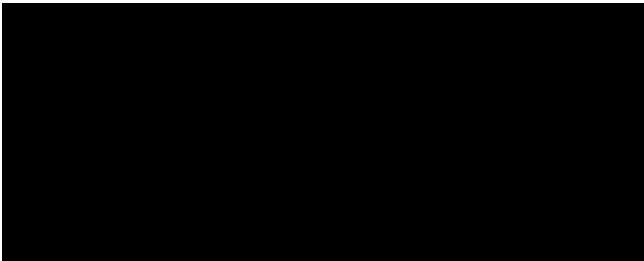
2.3.1.

Describe the management policies and practices that the Proponent will incorporate in the operation of the [REDACTED] Shuttle Services at the Airport. Describe the management individual(s) who will be the point(s) of contact for coordination with the City.

[REDACTED] is fully committed to implementing comprehensive management policies and practices to effectively operate the [REDACTED] Shuttle Services at [REDACTED] International Airport. Recognizing the project's scope to manage all shuttle operations along a fixed route with a total of 56 personnel across three shifts for 24/7 staffing coverage, we employ the following management policies and practices tailored to ensure operational excellence, safety, and customer satisfaction:

Management Policies:

1. Employee Excellence and Training:
 - Comprehensive Training Program: We implement a rigorous driver orientation program, supplemented by ongoing driver training classes and safety education to maintain the highest standards of service and compliance with Federal Motor Carrier Safety Regulations.
 - Continuous Professional Development: [REDACTED] encourages employees to seek further education and to participate in training seminars to enhance their competence and service delivery.
2. Operational Efficiency:
 - Shift Management: We employ a strategic shift scheduling system to ensure seamless 24/7 operations, accounting for rest periods and compliance with labor laws to prevent fatigue.

- 
- Maintenance and Safety: [REDACTED] adopts a proactive vehicle maintenance schedule to ensure all shuttle buses are in optimal condition, reducing downtime and enhancing safety.
3. Customer Service Excellence:
- Feedback Mechanism: Our policy is to establish robust channels for customer feedback to continuously improve service quality based on passenger experience.
 - Accessibility and Comfort: We ensure that all shuttles are equipped with necessary amenities, including accessibility features, to cater to all passengers, emphasizing comfort and convenience. Beyond the basics, our vehicles also come fully equipped with an array of modern amenities designed to provide an enjoyable journey. These include monitors, DVD players, FM/AM radio, Wi-Fi, air conditioning and heating systems, restrooms, electric outlets, microphones, and tinted windows for privacy and protection from the sun. Such features demonstrate our commitment to meeting the diverse needs and preferences of our passengers.

Management Practices:

1. Recruitment and Retention:
 - Selective Hiring Process: [REDACTED] employs a rigorous recruitment strategy focusing on experienced drivers with impeccable records, emphasizing dependability, team spirit, and customer service orientation.
 - Employee Retention Programs: We aim to implement competitive compensation, benefits, and recognition programs to attract and retain top talent, promoting a supportive work culture.
2. Performance Monitoring:
 - Regular Performance Reviews: [REDACTED] conducts systematic evaluations of employee performance, focusing on reliability, team collaboration, customer service, and adherence to safety protocols.
 - Safety and Compliance Audits: Our management team regularly audits operations to ensure strict compliance with safety standards and regulatory requirements, taking corrective actions as necessary.
3. Community Engagement:
 - Local Hiring: [REDACTED] prioritizes the employment of local residents, particularly from underserved communities, to contribute to local economic development and foster community relations.

- Sustainability Initiatives: Our company implements eco-friendly practices in operations to minimize environmental impact, aligning with community and city sustainability goals.

4. Technology Integration:

- Real-Time Monitoring and Reporting: We utilize advanced fleet management and GPS tracking systems to monitor shuttle operations in real-time, delivering timely and efficient service.
- Digital Communication Tools: Our team leverages technology to facilitate seamless communication among staff and between drivers and management, enhancing operational coordination.

By adopting these management policies and practices, [REDACTED] aims to deliver an unparalleled shuttle service experience at [REDACTED] International Airport, characterized by operational excellence, customer satisfaction, and a strong commitment to safety and community engagement.

Aside from clear and effective management practices internally, [REDACTED] prides itself on being a leader within and for the broader [REDACTED] community. Corporate Social Responsibility (CSR) is an essential component of modern business, particularly in vibrant, community-oriented cities like [REDACTED]. As a leader in corporate citizenship, [REDACTED] is committed to integrating CSR best practices into every facet of our operations, especially in our bid to manage shuttle services at [REDACTED] International Airport. Our CSR strategy is centered around environmental stewardship, social equity, and economic development, with a keen focus on sustainable practices, community engagement, and support for local economies.

Environmental Stewardship

Understanding the environmental impact of transportation services, [REDACTED] pledges to implement sustainable practices that minimize our carbon footprint. This includes utilizing a fleet of energy-efficient shuttles, incorporating renewable energy sources where possible, and adhering to strict environmental guidelines to reduce emissions and waste. Our commitment extends to promoting eco-friendly initiatives among our employees and passengers, reinforcing the importance of environmental responsibility within the [REDACTED] community.

Social Equity and Community Engagement

[REDACTED] is deeply committed to fostering social equity and contributing positively to the communities we serve. Recognizing [REDACTED] rich cultural diversity and historical significance, we plan to initiate and support programs that promote social inclusion, education,

and cultural awareness. This includes partnerships with local schools to provide educational tours, internships, and job opportunities for [REDACTED] youth, especially in underserved communities. We also commit to engaging with community organizations to support local causes and events that enrich the social fabric of [REDACTED]

Economic Development

Supporting [REDACTED] economic development is a cornerstone of our CSR strategy. By prioritizing local hiring, we aim to create job opportunities for [REDACTED] residents, contributing to the local economy and fostering community ties. Our commitment extends to sourcing from local businesses and vendors, thereby stimulating local economic growth and entrepreneurship. Additionally, [REDACTED] is dedicated to transparency and ethical business practices, making certain that our operations contribute to the sustainable development of [REDACTED] economy.

In alignment with our values, our engagement in CSR activities will be guided by a commitment to accountability and continuous improvement. By actively participating in community dialogues and responding to the evolving needs of [REDACTED] communities, we will adapt our CSR initiatives to maximize positive impact. Through these efforts, we aspire to set a new standard for corporate citizenship in [REDACTED] embodying the principles of sustainability, inclusivity, and community support. If awarded the contract with [REDACTED] [REDACTED] International Airport, [REDACTED] [REDACTED] will not just be a service provider but a committed partner in making [REDACTED] a better place to live, work, and visit.

Primary Point-of-Contact for The Project

Our proposed Project Manager, [REDACTED] will serve as the primary point-of-contact for any and all matters related to work done in relation to this solicitation. His decades of management experience, which are detailed further in this response, guarantee that he will make for an effective lead executive of our complex operation at the [REDACTED] Airport.

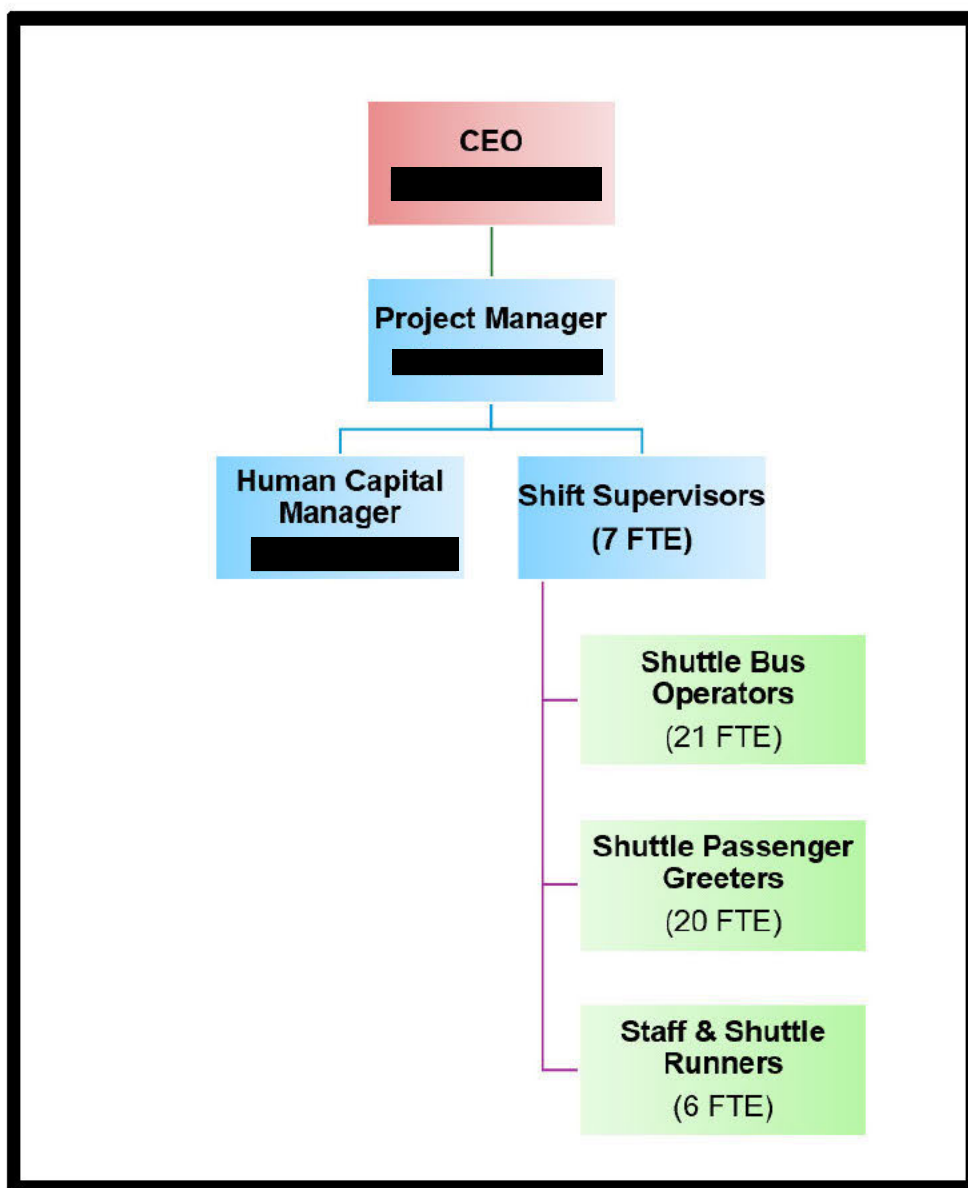
He can be reached at all times by the following means:

Email: customersupport@[REDACTED].com

Telephone: [REDACTED]

2.3.2.

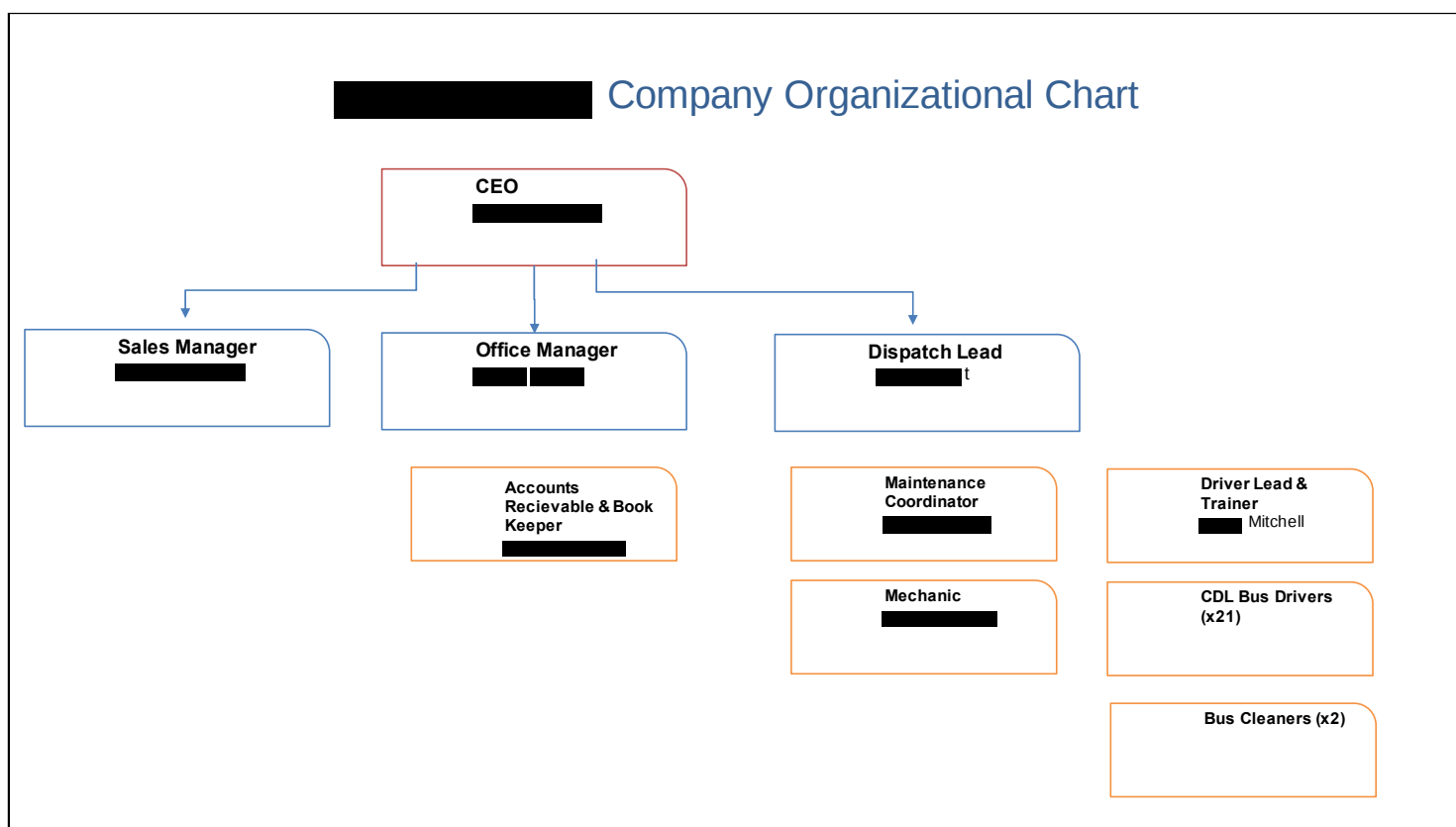
Proponents must submit an Executive and Management Organizational Chart both graphically and in narrative format. The Organizational Chart and narrative should provide a description of the Proponent's views on how it will organizationally provide the Services, as well as depict the relationship of its key personnel and how an efficient flow of information will be realized from the organizational structure.



This structure places [REDACTED] at the top, who will work hand-in-hand with [REDACTED] who manages both [REDACTED] [REDACTED] and the Shift Supervisors. The Shift Supervisors directly manage the Shuttle Bus Operators, Shuttle Passenger Greeters, and Staff & Shuttle Runners. This reporting structure will enable a streamlined and connected network for performance management, information sharing, and operational excellence.

2.3.3.

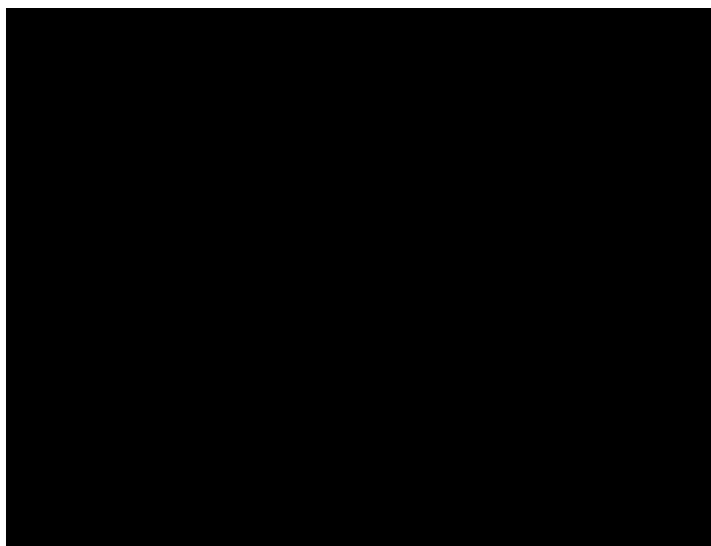
In addition, each Proponent shall submit a chart of the Proponent and its corporate relationships, including any parent, subsidiary, and related entities.



2.3.4.

The General Manager and the key operational manager(s) shall also be identified with a full résumé of each manager's background, experience, and credentials. The selected Proponent's General Manager may also be interviewed by City staff prior to the execution of the Agreement to be awarded.

Proposed General Manager: [REDACTED]



Professional Summary:

An accomplished and visionary leader in the Motor Coach Transportation Industry, [REDACTED] brings over 35 years of comprehensive experience. As the Founder and CEO of [REDACTED] [REDACTED] has demonstrated unparalleled expertise in fostering growth, spearheading operational excellence, and cultivating strategic partnerships to deliver superior Motor Coach Transportation services nationwide. His tenure at the Metropolitan [REDACTED] [REDACTED] Transit [REDACTED] ([REDACTED] further solidifies his industry acumen, showcasing his ability to innovate and lead in dynamic environments.

Professional Highlights:

- Innovative Founder:
 - Launched [REDACTED] in [REDACTED] establishing a reputation for excellence in Motor Coach Transportation across various sectors including educational, family reunions, and military movements.
- Industry Veteran:
 - Retired from [REDACTED] with 35 years of distinguished service, underscoring a career dedicated to transportation excellence and customer-oriented solutions.

LLC;
Phone: [REDACTED]
www. [REDACTED]

Fax: [REDACTED]
com

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- Strategic Leadership:
 - Spearheaded product development and operational strategy, upholding the alignment of company objectives with client needs for premier transportation solutions.

Core Competencies:

- Strategic Leadership and Oversight
- Team Building and Leadership
- Product and Service Innovation
- Customer Experience Excellence
- Budget Management and Cost Control
- Motor Coach Fleet Maintenance and Safety

Executive Experience:

██████████ ██████████ ██████████

CEO

2004 - Present

- Directs strategic planning and execution for nationwide Motor Coach Transportation services.
- Leads product and service development to enhance operational efficiency and customer satisfaction.
- Implements advanced technology solutions for service delivery, including web and mobile applications.
- Oversees comprehensive safety protocols and routine vehicle inspections to ensure passenger safety.
- Champions customer service excellence, maintaining high retention rates and fostering long-term client relationships.

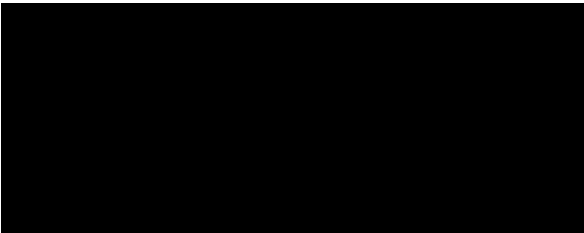
Metropolitan ██████████ ██████████ Transit ██████████ (██████████ ██████████ ██████████)

1988 - 2018

- Contributed to ██████████ growth through strategic operational roles, emphasizing customer service and operational efficiency.
- Engaged in extensive coordination efforts to improve passenger transportation solutions.

Education and Certifications

- ██████████ Area Technical School, 1987
- Comprehensive certifications including DOT Safety Fitness, United Motorcoach Association membership, and GSA Federal Acquisition Service Contract.



Licenses and Certifications

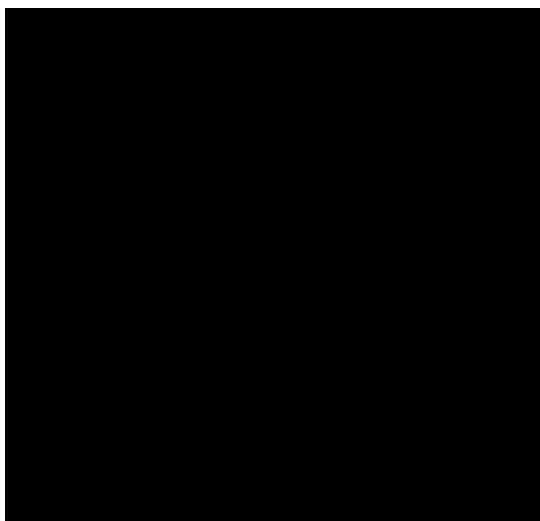
- Valid CDL Driver License
- Department of Transportation Certification
- Emergency Management Institute Certificate of Achievement

2.3.5.

The names of proposed candidates for each function on the chart must be submitted in this section, along with each candidate's background, experience, and credentials. Submission of these names constitutes a commitment to use RFP-IF-DOA/2402-1240223, [REDACTED] Shuttle Services 3 these individuals if the Proponent is selected. In the event there is a need to replace key team members during the course of the project. Proponent must describe its back-up personnel plan. Proponent must provide the recommended alternate's background, experience, and credentials.

The below listed individuals are included in the our response to this solicitation, but back-up plans would include professional executive searches to ensure minimum qualifications as listed in 2.3.6 are more than satisfied.

Proposed On-Site Project Manager: [REDACTED]



[REDACTED] is privileged to propose Mr. [REDACTED] for the role of Project Manager in our response to the RFP with the [REDACTED] [REDACTED] International Airport. He will perform all duties on site at the [REDACTED] Airport, where he will be available to support his staff in service of our project. [REDACTED] extensive background in transportation

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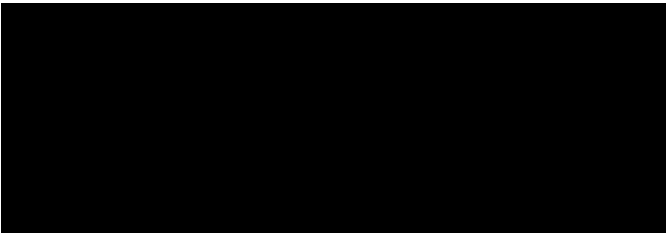
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services, combined with his exemplary federal training and private sector experience, uniquely qualifies him to lead this multimillion-dollar shuttle service project, overseeing our extensive team of drivers and operational personnel. He successfully managed a fixed route shuttle service for the Hilton Garden Hotel that ran to [REDACTED] Airport. Having such experience in managing a discerning brand further provides evidence of his skills and attention to detail.

Qualifications and Experience:

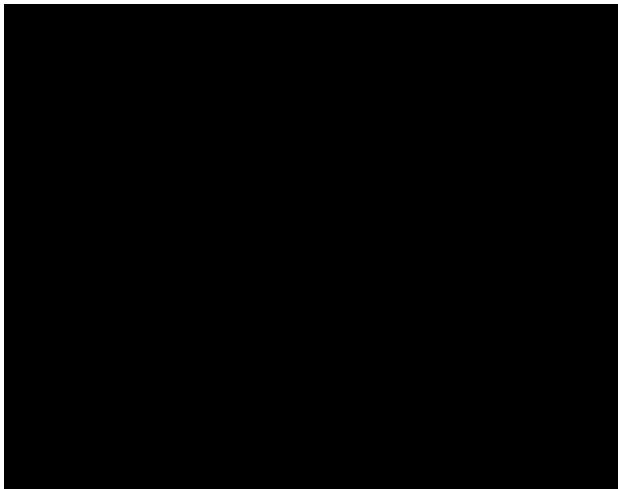
- **Military Precision and Federal Training:**
 - [REDACTED] honorably served in the United States Air Force as an Air Transportation Specialist, where he gained over 12 years of specialized training. His military career focused on the safe and efficient management of both passengers and cargo, encompassing ground vehicles, medical supplies, and other critical materials. This experience instilled in him a deep understanding of logistics and fleet management, all essentials which would benefit the complex operations at [REDACTED]
- **Private Sector Leadership:**
 - Beyond his military service, [REDACTED] has excelled in the private sector, serving as a loss prevention manager and executive-level loan consultant for two major financial institutions. His roles in these capacities further developed his expertise in risk management, project financing, and strategic planning.
- **Entrepreneurial Expertise:**
 - As the owner of a private luxury and leisure transportation business, Mr. [REDACTED] has directly applied his logistics, operations, and personnel management skills to the civilian market. This role has provided him with hands-on experience in supervising staff, upkeeping a fleet of vehicles, and upholding operational excellence.
- **Commitment to Operational Excellence:**
 - [REDACTED] track record demonstrates not only his capability to manage large-scale projects but also his commitment to safety, efficiency, and customer satisfaction. His blend of military discipline, financial acumen, and entrepreneurial success positions him as an ideal leader for managing the shuttle operations at [REDACTED]
 - [REDACTED] embodies the leadership, expertise, and dedication required to oversee the shuttle services for [REDACTED] International Airport effectively. His unique background—combining military precision, financial management, and entrepreneurial leadership—ensures that [REDACTED] will provide exceptional service that meets the airport's complex logistics needs and personnel management functions. Mr. [REDACTED] is not just a candidate for this project; he is



the epitome of what it means to lead with excellence, integrity, and extensive expertise in the transportation service realm.

We are confident that under [REDACTED] leadership, [REDACTED] will deliver a shuttle service that not only meets but exceeds the operational and customer service standards expected by the [REDACTED] International Airport.

Proposed On-Site Human Capital Manager: [REDACTED]



[REDACTED] brings a dynamic blend of strategic leadership and operational expertise, honed over a career spanning more than three decades, to her role at [REDACTED]. We propose to utilize her talents as our on-site Human Capital Manager for this endeavor. With a strong track record in management, [REDACTED] has demonstrated her ability to foster team development, maintain composure under pressure, and drive complex problem-solving initiatives.

Executive Summary

[REDACTED] is an accomplished executive with an extensive background in building and leading motivated teams within diverse industries. Her career is marked by her unwavering commitment to nurturing a positive company culture where staff members can thrive. Her tenure at [REDACTED] as Worldwide Sales Director is notable for exceeding revenue goals in 15 out of 20 years, managing a team that consistently sold over \$6 million in goods and services annually.

Core Qualifications:

- Leadership and Team Development: [REDACTED] possesses a natural talent for identifying and cultivating the strengths of her team members, ensuring they are equipped with the skills to excel and contribute meaningfully to the company's objectives.

- Strategic Negotiation: Her expertise in negotiation has been pivotal in crafting solutions that align with both organizational goals and stakeholder expectations.
- Effective Under Pressure: [REDACTED] ability to maintain her focus and deliver results, even in high-pressure environments, ensures that tight deadlines are met without compromising service quality.
- Complex Problem Solving: She has a proven aptitude for dissecting challenges and implementing innovative solutions that enhance efficiency and drive success.

Professional Experience:

[REDACTED]
Executive Director

[REDACTED] Present

- As Executive Director, [REDACTED] has been instrumental in the management of church ministries and daily operations, working in tandem with the Senior Pastor.

[REDACTED] [REDACTED] [REDACTED]
Office Manager

[REDACTED] Present

- Currently managing a team of over 15 staff members, [REDACTED] oversees the day-to-day office functions and plays a critical role in dispatching and confirming the success of transportation services.

She has implemented comprehensive training programs, equipping new team members with the knowledge needed to excel in the motor coach business.

[REDACTED]
Worldwide Sales Director, [REDACTED] [REDACTED]

1994 - 2014

- Led a large team, demonstrating exceptional management and sales prowess.
- Achieved a record-breaking \$8 million in sales within a three-month period.
- Completed Management Essentials classes to further refine leadership capabilities.

[REDACTED]
Sales Coordinator Manager, [REDACTED] [REDACTED]

- Managed a robust team responsible for significant dealership audits and collections processes.

Education:

Master of Science in Public Administration, [REDACTED]

- Specializations in Political Science & Biblical Science.
- Associate degree in Business Administration.

- Ongoing professional development in management best practices.

Affiliations

- Longstanding member of [REDACTED] since 1992.
- Executive Director at [REDACTED] since April 2015.
- Active volunteer with several community service organizations including [REDACTED]
[REDACTED]

[REDACTED] extensive experience and dedication to excellence make her an invaluable asset to [REDACTED]. Her expertise will be especially beneficial in managing shuttle operations for [REDACTED] International Airport, ensuring the highest standards of customer service, operational efficiency, and team management—cornerstones of the airport's shuttle service vision.

2.3.6.

Provide position descriptions for each position in the organizational chart describing the scope of duties and responsibilities, normal working hours, reporting and supervisory responsibilities, and number of all staff members.

Under our proposal in response to this solicitation, there will be six distinct staff roles that work holistically and cohesively to support all shuttle operations efforts. They are as follows:

1. Project Manager

[REDACTED] will employ a Project Manager to lead our shuttle service operations at [REDACTED] International Airport. This critical role is designed for a leader with a distinguished background in transportation services, logistics management, and operational excellence. Our chosen candidate will have a strong foundation in managing complex logistics operations, customer service excellence, and a track record of executing large-scale projects in both private-sector and government environments.

Key Responsibilities:

- Operational Leadership:
 - Direct comprehensive shuttle service operations, ensuring timely and efficient passenger transportation.
 - Implement strategic logistics planning to enhance route efficiency and fleet utilization.
 - Oversee the maintenance and readiness of a diverse vehicle fleet, providing safety and reliability.

- 
- **Team Management and Development:**
 - Lead, motivate, and manage a diverse team of drivers and operational staff.
 - Conduct regular training sessions to uphold service standards and safety protocols.
 - Establish clear communication channels for effective team coordination and feedback.
 - **Customer Service Excellence:**
 - Champion a culture of exceptional customer service, addressing passenger needs with courtesy and professionalism.
 - Develop and implement strategies to measure and improve customer satisfaction levels.
 - Handle customer inquiries and complaints, guaranteeing swift and satisfactory resolutions.
 - **Project and Stakeholder Management:**
 - Manage project timelines, budgets, and resources, ensuring goals are met or exceeded.
 - Act as the primary liaison with airport officials, supporting compliance with regulations and fostering positive relationships.
 - Regularly report to internal and external stakeholders on operational performance, challenges, and progress.
 - **Regulatory Compliance and Safety:**
 - Ensure all operations comply with federal, state, and local regulations, with a strong emphasis on passenger and staff safety.
 - Develop and enforce rigorous safety protocols and emergency response procedures.
 - Conduct regular audits and inspections to maintain high safety standards.
 - **Strategic Planning and Innovation:**
 - Analyze operational data to identify trends, inefficiencies, and opportunities for improvement.
 - Stay abreast of industry developments and technological advancements to drive innovation in service delivery.
 - Collaborate with management to develop long-term strategic plans that align with company goals and airport requirements.

Qualifications:

- Demonstrated experience in logistics management, transportation services, or a related field, preferably with expertise in airport or government project management.

- Strong leadership capabilities with experience in managing large teams and complex operations.
- Exceptional problem-solving skills and the ability to navigate logistical challenges.
- Deep commitment to superior client satisfaction, with a proven track record of enhancing customer experiences.
- Effective communication and interpersonal skills, with experience managing stakeholder relationships.
- Familiarity with airport operations, regulations, and safety protocols.

██████████ is committed to delivering unparalleled service through seasoned professionals who understand the nuances of airport operations and passenger service excellence. We are also dedicated to enhancing the travel experience at ██████████ ██████████ International Airport with a focus on safety, efficiency, and customer satisfaction. Our high standards for all hires at our management level is a testament to the image we will present to the world of an ██████████ that cares about the passenger experience and provides genuine Southern hospitality to all visitors to our great city.

2. Human Capital Manager

Role Summary:

The Human Capital Manager spearheads the strategic integration of operational logistics with comprehensive human resources practices, ensuring the shuttle service project at ██████████ ██████████ International Airport operates flawlessly. This individual plays a critical role in nurturing a culture that values competence, safety, and passenger satisfaction, thereby enhancing ██████████ reputation and operational success.

Key Contributions:

- Designs and executes human capital strategies that attract, develop, and retain high-caliber talent essential for delivering superior shuttle services.
- Leads organizational development initiatives, fostering a team-oriented environment that encourages innovation and continuous improvement in service delivery.
- Implements rigorous training programs that equip staff with the skills needed to meet and exceed the highest standards of safety and customer service.
- Acts as a steward of ██████████ culture, promoting values that align with providing an exceptional passenger experience and operational efficiency.
- Collaborates with leadership to ensure the human resources strategy supports the broader goals of the shuttle service project, facilitating scalability and adaptability in a dynamic airport environment.

3. Terminal Shift Supervisors

Role Summary:

The Terminal Shift Supervisors are essential in establishing the operational integrity of the shuttle service during their assigned shifts. By maintaining high standards of safety, punctuality, and customer service, they play a pivotal role in delivering a seamless experience for airport passengers, directly contributing to the project's overall success.

Key Contributions:

- Manages day-to-day shuttle operations, certifying that all services run smoothly and efficiently, with a keen focus on safety and punctuality.
- Acts as a frontline leader, directly influencing the morale and performance of shuttle drivers and support staff through effective supervision and mentorship.
- Addresses operational challenges with agility and foresight, minimizing disruptions to service and maintaining the highest levels of passenger satisfaction.
- Collaborates closely with the Human Capital Manager to ensure staffing levels and skillsets are optimally aligned with shift requirements.
- Provides critical feedback and operational insights to senior management, facilitating continuous improvement in service delivery and passenger experience.

4. Shuttle Drivers

Role Summary:

As the face of [REDACTED] Airport Shuttle Drivers are critical to making sure that passengers' first and last impressions of the airport are positive. With responsibilities that extend beyond just driving, these individuals are ambassadors of [REDACTED] demonstrating a commitment to safety, reliability, and exceptional customer service.

Key Contributions:

- Ensures safe, timely, and efficient transport of passengers, directly impacting the overall satisfaction with the airport shuttle service.
- Engages with passengers in a courteous and professional manner, providing a welcoming atmosphere and assisting with any inquiries or concerns.
- Maintains a comprehensive understanding of airport layouts and shuttle routes, effectively navigating through traffic and ensuring passengers reach their destinations promptly.

- Upholds the highest standards of vehicle maintenance and cleanliness, contributing to a pleasant and safe travel environment for all passengers.
- Acts as a critical communication link between passengers and the broader shuttle service team, reporting any issues or passenger feedback to supervisors.

5. Staff & Shuttle Runners

Role Summary:

The Staff & Shuttle Runners are instrumental in facilitating a smooth and efficient passenger flow. This means that travelers will find their shuttle service easily and will be assisted promptly. This role enhances the overall efficiency of the shuttle operation, directly impacting passenger satisfaction and operational success.

Key Contributions:

- Provides essential logistical support, enabling quick and effective coordination between shuttle services and passengers, thereby reducing wait times and improving the passenger experience.
- Delivers friendly and accurate information, helping to alleviate passenger stress and confusion in a busy airport environment.
- Plays a vital role in managing the physical aspects of shuttle operations, including the organization of pick-up points and the handling of passenger luggage.
- Contributes to the safety and cleanliness of shuttle areas, maintaining a pleasant environment for passengers and staff alike.
- Acts as a liaison between passengers, shuttle drivers, and supervisors, facilitating smooth communication and operational efficiency.

6. Shuttle Passenger Greeter

Role Summary:

The Airport Shuttle Passenger Greeters will be essential in creating favorable first impressions for passengers using the shuttle service. With their welcoming demeanor and helpful guidance, they set the tone for a pleasant and efficient airport experience, directly contributing to the project's aim of achieving unmatched passenger satisfaction.

Key Contributions:

- Offers a warm and professional welcome to passengers, instantly enhancing their perception of the shuttle service and the airport.

- Provides clear and helpful directions to shuttle boarding areas, easing passenger navigation through the complex airport environment.
- Acts as an information hub, answering questions and offering assistance, thereby improving the overall passenger experience and reducing anxiety.
- Facilitates efficient passenger flow to and from shuttle services, directly impacting the operation's effectiveness and customer satisfaction levels.
- Gathers passenger feedback and observations, offering invaluable insights for continuous improvement in service delivery and passenger engagement.

Each of these roles is intricately designed to support the overarching goal of delivering a seamless and superior shuttle service at [REDACTED] International Airport. By focusing on operational excellence, customer service, and safety, [REDACTED] aims to elevate the passenger experience, ensuring the success of this vital logistics operation project.

2.3.7.

Submit staffing charts and tables showing the proposed schedule and number of management and non-supervisory personnel to manage and operate 24 hours a day, seven days a week, including provisions for peak periods. Schedules for all shuttle operation employee's coverage should match demand and activity patterns. This information should clearly identify staffing levels by job classification and location, by full and part-time positions by shift, and should indicate the total number and positions of personnel on-site for all shifts proposed.

[REDACTED] LLC's staffing plan, emphasizing a structured and adaptive approach tailored to meet the operational demands of [REDACTED] Airport's shuttle services. The document is structured into key categories, including shifts, roles, employment type (full-time, part-time), and working hours, demonstrating a comprehensive planning framework.

At the core of this plan lies a stratified staffing model, initiated with roles designated for each shift, using a traditional 'three shift' approach to staffing that assumes an eight-hour work day. Key positions outlined include:

- **Project Manager & HR Personnel:** Positioned as the operational and HR backbone, this role operates on a rotating shift, ensuring continuous oversight and adaptability, reflecting [REDACTED] dedication to operational excellence and employee management.
- **Shift Supervisor/Driver:** This dual role, accommodating up to 2 full-time and 2 part-time positions, underscores the commitment to leadership and flexibility within operational hours, ensuring that each shift is optimally managed and staffed.



- Shuttle Bus Operator/Driver: The plan allocates up to 6 full-time and up to 4 part-time positions for this role, indicating a robust staffing level to meet varying service demands, showcasing the commitment to reliability, short wait times, and customer satisfaction.
- Shuttle Passenger Greeters: The plan calls for up to 3 full-time and up to 4 part-time positions for this role, which demonstrates our focus on the passenger experience.

By including how we will incorporate peak passenger volume at the Airport, we have illustrated our agile and responsive staffing methodology. This approach is designed to seamlessly adjust to fluctuating passenger volumes, ensuring consistent service quality and efficiency. The detailed allocation of roles and shifts, particularly highlighting working hours for critical positions (e.g., 6:00 a.m. to 2:30 p.m. for the Project Manager & HR Personnel), showcases a strategic approach to cover all operational aspects comprehensively. Our staffing plan reveals a deep understanding of the complexities and dynamics of shuttle service operations. It demonstrates a meticulous, flexible approach to staffing, prioritizing operational excellence, customer satisfaction, and adaptability. This plan not only reflects the company's commitment to providing exceptional service but also its dedication to creating a supportive and efficient work environment for our staff.

Staffing Model Methodology

1st Shift	Role	Full Time	Part Time	Hours
<i>Staffing Based on Standard Operations and adjusted based on Utilization projections</i>	Project Manager & Human Capital Manager	Rotating Shift		6:00 a.m. to 2:30 pm
	Shift Supervisor/Driver	Up to 2	Up to 2	
	Shuttle Bus Operator/Driver	Up to 6	up to 4	
	Shuttle Bus Operator/Runners	Up to 2	Up to 4	
	Shuttle Passenger Greeters	Up to 3	Up to 4	

2nd Shift	Role	Full Time	Part Time	Hours
<i>Staffing Based on Standard Operations and adjusted based on Utilization projections</i>	Project Manager & Human Capital Manager	Rotating Shift		2:00 - 11:00 p.m.
	Shift Supervisor/Driver	Up to 2	Up to 2	
	Shuttle Bus Operator/Driver	Up to 6	up to 4	
	Shuttle Bus Operator/Runners	Up to 2	Up to 4	
	Shuttle Passenger Greeters	Up to 3	Up to 4	

3rd Shift	Role	Full Time	Part Time	Hours
<i>Staffing Based on Standard Operations and adjusted based on Utilization projections</i>	Project Manager & Human Capital Manager	Rotating Shift		10:30 p.m. - 7:00 a.m.
	Shift Supervisor/Driver	Up to 2	Up to 2	
	Shuttle Bus Operator/Driver	Up to 4	up to 2	
	Shuttle Bus Operator/Runners	Up to 2	Up to 4	
	Shuttle Passenger Greeters	Up to 2	Up to 2	

2.3.8.

Each Proponent must include an explanation of how it will provide for backup staffing, handle employee breaks, and manage shift changes. The Proponent must demonstrate that Facilities will be adequately staffed to provide high-quality service to the traveling public.

██████████ is dedicated to providing high-quality service to the traveling public, aligning with the operational excellence demonstrated in previous successful bids for similar contracts. Our commitment to operational proficiency, safety, and superior customer service forms the foundation of our approach to managing shuttle services at ██████████ ██████████ International Airport. Drawing from industry-leading practices, ██████████ is fervently devoted to ensuring our facilities are adequately staffed, our employees are well-supported, and our services transcend the high expectations of every passenger and stakeholders.

Backup Staffing:

Recognizing the critical nature of consistent shuttle service, ██████████ will implement a substantial backup staffing strategy to ensure continuity of service under all circumstances. We will maintain a pool of trained reserve drivers and support staff who can be deployed on short notice to cover unforeseen staff shortages, peak travel periods, or emergency situations. This strategy ensures that our operation remains resilient and flexible, capable of adapting to varying passenger volumes without compromising on service quality or wait times.

Employee Breaks and Welfare:

The wellbeing of our staff is paramount, as their performance directly impacts the quality of service provided to the traveling public. To manage employee breaks effectively, we will implement a staggered shift system, ensuring that breaks are scheduled in a manner that maintains continuous coverage and does not affect service delivery. Break times will be closely monitored and managed through a computerized system, allowing staff to sign in and prepare for

their shifts with ample time to make certain that they are well-rested and ready to provide exceptional service to passengers.

Shift Changes and Handovers:

Efficient shift changes are critical to maintaining seamless operations. [REDACTED] will employ a structured handover process, facilitated by shift leaders and supervisors stationed at key terminals. This process will ensure that incoming staff are fully briefed on any operational updates, passenger feedback, or incidents from the previous shift. Shift changes will be scheduled to overlap slightly, allowing for a smooth transition and continuous route coverage. Dispatchers, equipped with advanced communication tools, will play a central role in coordinating shift changes, ensuring drivers are well-informed of their routes and any special instructions for their shift. [REDACTED] approach to operations management, personnel planning, and commitment to excellence are designed to provide a seamless, efficient, and customer-focused shuttle service at [REDACTED] International Airport. By prioritizing backup staffing, employee welfare, and detailed shift management, we are dedicated to upholding the highest standards of service, safety, and reliability, reflecting the prestigious image of the City of [REDACTED] world-class airport facility.

2.3.9.

Each Proponent should submit the following as a part of its Personnel and Training Plan.

2.3.9.1

Listing of the proposed salary ranges for management and non-management job classifications.

Compensation

Management Staff Proposed Salary for Year 1:

- **Project Manager:**
 - We propose a starting salary of \$132,254.48, ensuring leadership that is both highly skilled and adequately rewarded.
- **Human Capital Manager:**
 - We propose a starting salary of \$125,160.00, likewise to ensure we can recruit and retain highly skilled executive talent for this sophisticated and mission-critical project.

- **Terminal Shift Supervisors (Including First, Second, Third, and Rotating Shifts):**
 - Each supervisor's salary is initially set at \$61,600, with a range from \$58,500 to \$68,700. This acknowledges the critical role of shift supervisors and adjusts for their experience, capabilities, and certifications.

Our approach to compensation at the executive and management levels highlights our strategic approach to remunerating leadership positions in a manner that attracts top talent while maintaining fiscal responsibility. Despite offering some flexibility for our senior leadership team to retain the best talent for operational excellence, we also commit to never spending more than we have budgeted for management personnel costs. We will not go over budget on this line item.

Non-Management Staff Proposed Salary Ranges (Year 1):

- **Shuttle Bus Operators (First, Second, Third Shifts):**
 - Each operator's salary starts at \$50,400, but may fluctuate between \$47,800-\$56,200 based on experience.
- **Staff & Shuttle Runners (First, Second, Third Shifts):**
 - Each runner's salary starts at \$50,400, but may fluctuate between \$47,800-\$56,200 based on experience.
- **Shuttle Passenger Greeters (International Terminal, Rental Car Center, for First, Second, Third, and Rotating Shifts):**
 - Each greeter's salary starts at \$39,200 but may fluctuate between \$37,200-\$44,000, based on experience.

We are committed to paying our non-management staff a livable wage, emphasizing our gratitude for their skilled and professional deliverance of services. We will ensure to not spend over our allotted budget on staffing for this line item, despite some minor fluctuations in compensation to ensure internal equity and fair wages for past experience.

Additional Non-Management Staff Compensation Details

Even though these details for fair personnel compensation would not be relevant to work performed at the [REDACTED] Airport, these details that are part and parcel of our compensation for other ongoing projects for our team members speaks to our commitment to treating our team members right and fairly compensating them for their unwavering service to our ridership:

- Shuttle Operations:
 - Shuttle services are compensated at \$20.00 per hour, with a guarantee that total pay will not be less than \$100.00.

- Overnight Trips:
 - For overnight assignments, the rate is \$300.00 per day, beginning when passengers are moved from pickup to drop-off locations.
- Deadhead Pay:
 - For 10 hours or fewer, the rate is \$175.00, and for journeys over 10 hours, \$225.00. This compensates for the time and distance traveled to pick up passengers.
- Payroll Adjustment Rates: In the event of trip cancellations or wait times, adjustments are made as follows:
 - Less than 5 hours notice for cancellations results in a \$100.00 payment.
 - More than 5 hours notice increases to \$125.00.
 - Wait time is compensated at \$20.00 per hour.

This budgetary outline showcases the proponent's strategic approach to compensating their workforce in a manner that ensures competitive remuneration for all roles. By investing in a skilled management team and dedicated operational staff, [REDACTED] aims to deliver exceptional service to [REDACTED] Shuttle passengers while responding effectively to the dynamic needs for airport shuttle services.

Strategic Benefits Strategy

At [REDACTED] our commitment to employee welfare and financial stewardship is reflected in our detailed planned benefits strategy. By investing \$127,899.14 in the Federal Insurance Contributions Act (FICA) taxes, we ensure our team's access to Social Security and Medicare, fundamental programs providing retirement, disability, and healthcare benefits. Additionally, our allocation of \$100,313.06 towards the Federal Unemployment Tax Act (FUTA) and \$45,140.87 for State Unemployment Tax Act (SUTA) contributions safeguards our employees against the unforeseen event of job loss, providing them with financial stability through unemployment benefits. Coupled with \$314,815.02 dedicated to worker compensation, our approach not only offers a broad safety net for our employees, but also highlights our dedication to managing operational expenses judiciously. This strategic investment in our team's security underpins our ethos at [REDACTED] ensuring a supportive and stable working environment while maintaining cost efficiency.

2.3.9.2

Comprehensive description of the Proponent's policies on recruiting, compensation and benefits, employee incentive programs and expected costs and benefits, bonuses, disciplinary procedures and dismissal, and employee retention and development.

Recruitment

██████████ is committed to fostering growth through the strategic recruitment and careful selection of the industry's finest and most capable drivers and staff. Once part of our team, we dedicate ourselves to the continuous professional development of our employees, aiming to nurture long-standing, mutually beneficial relationships.

Equal Opportunity

██████████ is an Equal Opportunity Employer and fully complies with ADA in its recruitment, hiring and continued employment practices.

Driver Recruitment Strategy

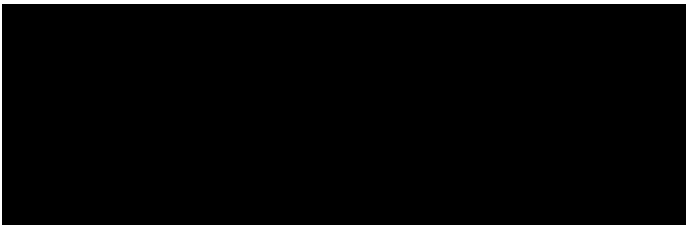
Our management team takes an active role in the recruitment of drivers and staff, providing prospective candidates with a realistic overview of both the challenges and rewards of working with ██████████. We believe in setting accurate job expectations from the outset, as this significantly reduces turnover by ensuring new hires are well-informed about their roles and the support they can expect from the company.

Initial Engagement with Applicants

All potential hires, whether for driving or office positions, undergo in-person interviews conducted by our management team. This initial step ensures that candidates meet our stringent requirements before proceeding further in the hiring process.

Minimum Requirements for Driver Applicants

- Be at least 25 years old.
- Hold a valid Class B commercial driver's license with passenger and air brakes endorsements.
- Present a valid Social Security card.
- Provide a recent (within 30 days) 3-year Motor Vehicle Report (MVR) at the time of application showing:
 - No chargeable accidents in the past three years.
 - A maximum of one minor traffic violation in the past two years.
 - No DUI or reckless driving convictions in the past ten years.
- Current Medical Examination details and intrastate Self-Certification.

- 
- Possess sufficient English proficiency for communication, understanding traffic signs, responding to inquiries, and record-keeping.
 - Supply a valid DOT Medical Examiner's certificate, submitted to the state within 15 days of issuance.
 - Agree to undergo a DOT controlled substances test.
 - Application Process Overview

Coast to Coast's Distinguished Recruitment Process

Phase One: Preliminary Documentation

The initial phase of our application process involves the meticulous collection of preliminary documentation, including the completion of employment applications, driving record requests, and various consent forms. Additionally, we undertake the verification of alcohol and drug test information from previous employers and secure agreements for pre-employment alcohol and drug testing, alongside obtaining consent for the FMCSA Drug & Alcohol Clearinghouse. Typically, this stage of the process spans four to ten business days, during which we ensure applicants are regularly updated on the status of their application.

Phase Two: In-depth Evaluation

During the second phase, our comprehensive evaluation process features a thorough review of background documents for compliance with our stringent standards. Given our considerable involvement with young individuals, we stringently exclude any candidates registered as sex offenders to ensure utmost safety and integrity. Candidates are required to complete a mandatory road test using a vehicle that mirrors the type they will be assigned to operate, confirming their proficiency and comfort with our fleet. This stage also includes a detailed verification of driving records and the compilation of the Driver Qualification file, which encompasses critical medical and drug testing documentation, further solidifying our commitment to safety and excellence in our recruitment process.

Phase Three: Final Assessment

In the third and final phase of our assessment process, we communicate the outcomes of drug testing to the candidates, whereby a positive result regrettably concludes their application journey, and a negative result allows them to proceed to the next steps. This phase culminates in the completion of all remaining documentation and formal onboarding activities.

Subsequently, we proceed to the final steps, which involve gathering all required documents as mandated by the Department of Transportation (D.O.T.) and additional non-D.O.T. requirements, such as emergency contact details and independent contractor agreements. This



stage also includes the distribution of the employee handbook, uniforms, and access credentials for company policies. Furthermore, we communicate with all relevant entities, including the National Diagnostic Random Drug Testing Pool, our insurance provider, and the maintenance of an up-to-date Driver Roster.

The responsibility of the Hiring Manager throughout this process is to rigorously oversee the management of all documents, perform the necessary verifications, and maintain the integrity of this detailed process. Designed to last approximately two weeks, this comprehensive application cycle reflects our dedication to scrupulously uphold the highest standards of hiring practices. This structured approach signifies our commitment to safety, professionalism, and excellence, reinforcing our reputation as a premier employer within the transportation industry.

2.3.9.3

Submit a detailed description of the type and duration of proposed training programs for all positions to enhance job performance and promotion. Discuss proposed management and employee training pertaining to customer experience, Civil Rights, and Title VI.

Proposed Training Programs for Job Performance and Promotion

- 1-2 Day Orientation
 - New employees undergo a comprehensive orientation session led by a management team member which educates all new hires on responsibilities and company culture. Drivers must pass a road test and undergo pre-employment drug and alcohol testing. Continuous monitoring evaluates services and driving skills.
- Defensive Driving, CPR, and First Aid Training:
 - All drivers and staff are required to complete certification in defensive driving, CPR, and first aid, providing readiness for emergencies and enhancing safety protocols.
- Ongoing Annual Refresher Training:
 - Employees attend company training quarterly to ensure continuing education, service quality, and up-to-date knowledge on operational practices and safety regulations.

Training Pertaining to Customer Experience

- Customer Service Training: Employees receive training focused on effective communication, problem-solving, and addressing the needs of diverse passenger groups. This training is designed to enhance the customer experience by instructing drivers to be courteous and foster a clean, orderly environment devoid of any inappropriate, boisterous, loud, or offensive behavior.



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- Accessibility and Sensitivity Training: Staff are trained in the use of accessibility equipment and policies related to service requirements, supporting sensitive and proper assistance to individuals with disabilities.

Ongoing Accessibility Programs at [REDACTED] Airport

[REDACTED] is thoroughly aware of the ongoing accessibility efforts at [REDACTED] [REDACTED] International Airport, as highlighted by their dedicated Civil Rights section focusing on the Americans with Disabilities Act (ADA) & Title VI. This commitment extends to ensuring that all guests, including those with disabilities or special needs, enjoy a safe and pleasant travel experience. Engaging with these efforts, we will incorporate the Airport's best practices into our shuttle operations, ensuring our services are accessible and user-friendly. Our strategies will include training our personnel on ADA compliance, coordinating with the Airport's ADA Office for continual improvement, and actively participating in initiatives that support passengers with hidden disabilities. Through collaboration and adherence to the standards set by the Airport, we aim to make every journey seamless and dignified for all passengers.

Diversity, Equity, Inclusion, and Access (DEIA)

[REDACTED] is keenly aware of the importance of integrating DEIA principles into all aspects of our shuttle operations at [REDACTED] Airport. Our approach is guided by best practices in public transit accessibility, emphasizing the need for a holistic approach to ensure that our services are welcoming and accessible to all members of the community. Drawing from the broader federal guidance on DEIA, particularly from the Section 508 compliance efforts and strategic initiatives outlined by the FAA, we have formulated a comprehensive strategy to enhance our shuttle operations.

Our commitment to accessibility, a critical component of DEIA, serves as the foundation for our broader efforts to promote diversity, equity, and inclusion. Recognizing that accessibility is a prerequisite for achieving full inclusion and equity, we will ensure that our services are designed and operated in a manner that allows all individuals, including those with disabilities, to use them fully and independently.

We will implement the following strategies to excel in our DEIA efforts:

- Educate our staff on DEIA principles, ensuring that every team member understands their role in fostering an inclusive and accessible environment. This includes specialized

training on the needs of people with disabilities and how to effectively communicate and assist passengers requiring additional support.

- Adapt to personnel changes by having robust plans in place to ensure continuity in our DEIA initiatives, even as our workforce evolves. This will involve comprehensive documentation of our DEIA efforts and knowledge transfer processes to maintain momentum.
- Invest in continuous learning for our staff, making DEIA a key component of their professional development. This will include attending DEIA-related events and training sessions to stay abreast of the latest best practices and innovations.
- Seek external support and consultancy when needed to review our policies and practices, ensuring that our DEIA initiatives are aligned with the best practices and are effectively addressing the needs of all passengers.
- Ensure effective communication of our DEIA initiatives to all stakeholders, including staff, passengers, and community partners. This will involve regular updates and feedback mechanisms to continually refine our approach based on stakeholder input.

By integrating these strategies into our shuttle operations at the Airport, [REDACTED] will not only meet but exceed the expectations for accessibility and inclusion. Our efforts will reflect the diversity of the [REDACTED] community and demonstrate our unwavering commitment to providing equitable and accessible transportation solutions for all passengers. This approach not only aligns with the FAA's emphasis on diversity and inclusion as a source of strength and innovation but also resonates with our notion of transportation, especially when in a public forum and housed in a public resource such as the [REDACTED] Airport, as a powerful engine of opportunity.

Civil Rights and Title VI Training

- Compliance Training: [REDACTED] commits to training employees in compliance with Civil Rights and Title VI, emphasizing non-discrimination and equitable service to all passengers. This includes understanding and respecting the rights of passengers with disabilities and guaranteeing all informational materials are available in accessible formats.
- Staff Training for Policy Modification Requests: [REDACTED] has a procedure for passengers to request modifications of policies to accommodate their disabilities, with staff trained to collaborate with individuals to find suitable solutions.
- This training will last at least half a day and be attended all staff, even the senior management team.

ADA Policy and Training

██████████ fully embraces the principles and mandates of the Americans with Disabilities Act (ADA) and its Amendments Act, ensuring an inclusive, nondiscriminatory, and equitable workplace. Our unwavering commitment is to ensure that every employee and applicant is treated fairly, without discrimination based on disability. In alignment with our dedication to an environment of equality, ██████████ takes it as our responsibility to work collaboratively with any employee to identify and implement suitable accommodations upon informative notification by the employee of accommodation needs. These accommodations include reasonable adjustments for employees with disabilities, as recognized under the ADA, who have informed us of their needs. These adjustments are provided with the goal of facilitating their performance, given that they do not impose significant difficulty or expense on our operations nor compromise the safety of the individual. Employees in need of such accommodations are encouraged to communicate with the Project Manager.

- Our operational procedures and service guidelines under the Americans with Disabilities Act of 1990 (ADA), accompanying U.S. Department of Transportation regulations (49 CFR Parts 27, 37, and 38), and relevant statutes and rules within ██████████ ██████████ ██████████ is dedicated to providing charter bus services that are both secure and comfortable, affirming full compliance with ADA stipulations.
- Policy Declaration: ██████████ adheres strictly to the legal mandates of Federal and State regulations concerning individuals with disabilities. We are committed to delivering high-quality transportation services equitably, validating that no person, including those with disabilities, faces discrimination by any of our staff or drivers.
- Our services are meticulously crafted to meet a set of core objectives aimed at enhancing the travel experience for all our passengers, especially those with disabilities. We prioritize the delivery of services that are not only safe and accessible but also delivered with the utmost respect for every individual. Our operations are streamlined to ensure quick and secure boarding, transportation, and disembarking processes for passengers, regardless of their mobility needs.
- We are committed to accommodating a wide range of mobility aids, working within the constraints of conventional commercial equipment to do so. Moreover, we take careful measures to minimize any risk of damage to both the mobility aids of our passengers and our organizational assets throughout the delivery of our services. This policy is universally applicable to all ██████████ employees, including those operating under service provider contracts. It pertains equally to all services and vehicles, ensuring inclusivity for all users.
- Our ADA awareness and policy training will last at least half a day and be attended by all staff, including the senior management team.



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Definitions

- Common Wheelchair: A mobility device, manual or powered, within three or four wheels, primarily used indoors by people with mobility challenges. A "common wheelchair" typically does not surpass 30 inches in width and 48 inches in length, with a maximum occupied weight of 600 pounds.
- Disability: A physical or mental condition significantly impacting one or more major life activities.
- Mobility Aid/Non-Wheelchair Mobility Device: Tools aiding individuals with mobility challenges that do not qualify as "common wheelchairs" under ADA. Examples include canes, crutches, walkers, and segways for mobility-related disabilities.
- Securement Equipment: Devices for stabilizing "common wheelchairs" to prevent movement during transit.
- Securement Station: Designated areas for anchoring "common wheelchairs" within transit vehicles.
- Service Animal: Animals trained to perform tasks for individuals with disabilities.

Recruitment and Employment

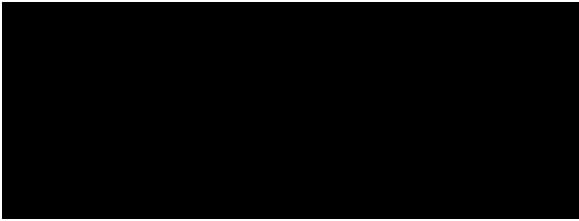
As an Equal Opportunity Employer, [REDACTED] honors ADA guidelines in all aspects of employment, from recruitment to job retention.

Vehicle Accessibility

Our fleet meets, if not surpasses, the accessibility criteria set by 49 CFR Parts 27, 37, and 38 and [REDACTED] state regulations. Our current fleet includes multiple buses equipped with wheelchair lifts as well as two coaches designed to be handicapped accessible, thus allowing us to cater to the needs of physically challenged individuals. Moreover, to increase the concerns for safety and compliance paramount to our operations, we permit the transportation of oxygen canisters onboard so long as they are stored according to specific regulations and not in the undercarriage compartments, as this ensures safe handling and transportation. Beyond this, our vehicles are stocked with essential medical and emergency equipment, including first aid kits and fire extinguishers, reinforcing our commitment to the safety and well-being of our passengers during their travels with [REDACTED]. All future vehicle acquisitions will likewise prioritize accessibility features.

Maintenance of Accessibility Equipment

We ensure that accessibility components, like lifts and wheelchair securement systems, remain fully functional. Our maintenance schedule includes regular checks and manufacturer-recommended upkeep to ensure equipment reliability. Additionally, conducting lift cycles during pre-trip inspections, although not mandated by ADA, is a practice we follow to confirm



operational integrity. Any lift malfunctions are promptly reported, and vehicles with non-functional lifts are replaced without delay.

Boarding Procedures

Our scheduling and driver training ensures passengers with disabilities are given adequate time for boarding and alighting, adjusting operations as needed for those who require more time. The determination of the safest boarding locations and the operation of accessibility equipment are responsibilities held by our trained drivers.

Accessibility Device Usage

Individuals with disabilities not utilizing wheelchairs may request lift access for boarding or exiting the vehicle.

Priority Seating

While  does not mandate specific seating, except for securement stations, we do facilitate priority seating for passengers with disabilities when requested. Drivers are trained to negotiate seating arrangements respectfully and effectively.

Driver Assistance

 drivers are always ready to assist passengers with disabilities, including the use of ramps, lifts, and securement systems, as part of our commitment to accessible service.

Securement

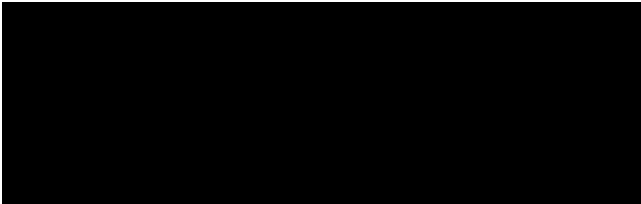
Our drivers, trained in the securement of mobility devices, ensure passengers' safety by adhering to manufacturer guidelines.  policy emphasizes the importance of secure transport for all passengers, including those using non-standard mobility aids, with a focus on safety and compliance.

Non-Standard Mobility Devices

We accommodate a wide range of mobility aids within the capabilities of our ADA-compliant equipment, prioritizing passenger safety and operational integrity.

Portable Oxygen Accommodation

Passengers are permitted to travel with portable oxygen and respiratory devices, in line with DOT regulations concerning the transportation of hazardous materials.



Fixed Seating Transfers

Passengers using mobility devices have the option to transfer to fixed seating, with drivers offering recommendations but never mandating transfers.

Service Animals

Trained service animals accompanying passengers with disabilities are welcomed in compliance with 49 CFR Part 37, ensuring nondiscrimination and accessibility.

Alighting

Drivers are responsible for ensuring safe alighting locations and assisting passengers with disabilities in disembarking safely and efficiently.

Staff Training

Our comprehensive training program ensures that all drivers are adept in utilizing accessibility equipment and that they understand the operational guidelines that underpin our service commitments. This training emphasizes the importance of providing support to individuals with disabilities with utmost respect and sensitivity. Additionally, our mechanics receive specialized instruction to maintain and service lifts and other essential accessibility features effectively.

Announcement of Stops

To enhance the travel experience for all passengers, our drivers are tasked with vocally announcing each stop. This includes both internal announcements and clear, audible external route identification for the benefit of all passengers, especially upon request.

Accessibility of Information

We are dedicated to making sure that our informational materials are accessible to everyone. Upon request, we provide these materials in various formats, including large print for those with visual impairments, audio formats for the visually impaired, and accessible digital formats to cater to a broad range of needs.

Complaint Resolution Process

We take all complaints regarding disability discrimination seriously. Any such complaint is swiftly and thoroughly investigated by the  Management, with findings and any necessary corrective actions, up to termination, communicated directly to the company's leadership. Our goal is to ensure a discrimination-free environment for all our passengers.

Policy Adaptation Requests

Recognizing the diverse needs of our passengers, Coast to Coast Tours remains open to modifying existing policies to better accommodate individuals with disabilities. Requests for such modifications can be made by reaching out to us at 678.705.3965 x 105 or by visiting us at 3401 Norman Berry Drive, Suite 272, East Point, GA 30344. We are committed to working closely with passengers to identify and implement feasible accommodations, reaffirming our dedication to accessibility and inclusive service for all. This approach underscores Coast to Coast Tours' commitment to fostering a supportive and accessible work environment, guaranteeing that all team members have the opportunity to contribute to their fullest potential and that all passengers can be accommodated in their journeys.

ADA Complaint Form

Attachment A ADA Complaint Form Coast to Coast Tours, LLC Consumer Complaint/Comment Report Complaint, Grievance & Appeal Process Policy (Please Read the following Complaint, Grievance & Appeal Process Policy & Procedures below) Please Print Clearly	
Consumer/Complaints Name	Date
Address	
City/State/Zip Code	Telephone
Date & Time of Incident	Bus No.
Drivers Name and/or Description	ADA Related ☐ ADA Related ☐ Non ADA Related
Nature of Complaint/Comment	
Consumer/Complainant's Signature	
For a complaint to be acted upon, it must be documented in <u>writing</u> with the complainant's signature and address. The initial complaint, whether verbal or written should be directed to the Coast to Coast Tours, LLC Manager <u>within</u> ten business days. Forms are available on the CTCT vehicles. If the complaint is against the service of an employee at CTCT, the complaint will be forwarded to the Office Manager for investigation and disposition. The Manager will respond to the complaint. If required, within thirty days will forward to the CTCT Owner. A copy of the disposition of the complaint will be kept on file at CTCT business office. Disciplinary action taken upon an employee is subject to the personnel policy. Should the complainant not be satisfied with the resolution of the complaint, an appeal can be made to the CTCT Manager and Owner, 3401 Norman Berry Dr., Suite 272, East Point, GA 30344. Alternate formats available upon request. If you require assistance <u>completing</u> this form or need this form in an alternate format please call: 678.705.3965	

Employee Retention and Development:

- Career Advancement:
 - Training programs are designed not only to improve current job performance, but also to prepare employees for potential promotions, highlighting a path for career development within [REDACTED]
- Performance Reviews and Incentives:
 - [REDACTED] conducts annual performance reviews, potentially leading to bonuses based on customer experience, operational efficiency, and contribution to company goals. This structure supports employee motivation and recognition for outstanding service.

Support for Transition:

- Training for New Systems and Protocols:
 - As part of managing transitions, whether for new hires or changes in operation, [REDACTED] provides comprehensive training on airport familiarity, operational procedures, and the latest technology used in shuttle services, providing a seamless adaptation process for all staff.

This structured approach to training across various domains ensures that [REDACTED] employees are well-equipped to deliver high-quality service, comply with all relevant regulations, and advance in their career at [REDACTED]

2.3.9.4

Customer Service including employee training for handling customers and training to assist patrons who are not familiar with the Airport.

[REDACTED] underscores our steadfast commitment to enhancing the travel experience for all passengers, with a particular focus on those who require assistance and may be unfamiliar with the expansive airport environment. Our approach to wayfinding represents a blend of innovative technology, personalized customer service, and a deep understanding of the unique challenges and anxieties faced by travelers navigating through one of the world's busiest airports.

At the heart of our wayfinding strategy lies a comprehensive, multi-faceted system designed to guide passengers smoothly from point A to point B. We recognize the importance of clear, intuitive signage and have developed a signage system that is both visually prominent and accessible, incorporating universally recognized symbols, multiple languages, and Braille to cater to a diverse range of needs and preferences. We are committed to empowering passengers to navigate the airport with confidence and ease.

Understanding that signage and technology alone cannot address every need, [REDACTED] places a significant emphasis on human touchpoints. Our staff receive specialized training to assist passengers with wayfinding, offering a friendly, reassuring presence for those who prefer personal assistance. Our team is equipped to provide guidance, answer questions, and escort passengers to their destinations if needed, ensuring a seamless, stress-free journey through the airport.

Moreover, recognizing the unique layout and operational intricacies of [REDACTED] Airport, we have conducted extensive research and consultations with local experts to tailor our wayfinding solutions specifically to this environment. This local insight allows us to anticipate common points of confusion and address them proactively, thereby minimizing delays and enhancing passenger satisfaction.

2.3.10.

Describe in detail the Proponent's proposed operating procedures for:

We operate ADA-compliant shuttles facilitating smooth transportation between the Domestic and International Terminals and the Rental Car Center. Our approach includes the diligent monitoring and assessment of shuttle usage, allowing us to make informed recommendations regarding the adjustment of shuttle numbers as needed. Our shuttle routes encompass travel from the International to Domestic Terminal, Domestic to International Terminal, and between the International Terminal and the Rental Car Center. Primarily, these shuttles navigate through the North and South headways on Airport Loop Road, adapting routes as necessary to optimize service and accessibility.

2.3.10.2

Fleet management; RFP-IF-DOA/2402-1240223, [REDACTED] Shuttle Services 4

The operator is tasked with maintaining vehicles in excellent working condition, adhering to the highest standards of service through both routine preventative and necessary emergency maintenance activities. For maintenance tasks that go beyond regular checks, shuttles are to be serviced off Airport premises at qualified service centers. This ensures that all maintenance work complies with federal, state, and local environmental safety regulations, guaranteeing the safety and reliability of our shuttle services.



2.3.10.3

Shuttle bus dispatching

The management of our shuttle dispatch involves the operation of a radio system tailored to meet the City's specific requirements, solidifying continuous communication with each shuttle while it is on the road. This system is coordinated in harmony with the Ground Transportation Curbside Management team, as necessary, to ensure seamless operations and the efficient movement of shuttles in and around the airport facilities.

2.3.10.4

Shuttle bus tracking, frequency compliance measures

We have implemented a state-of-the-art GPS or Automatic Vehicle Location (AVL) system that allows for the real-time tracking of our assets. This innovative system includes a passenger-facing dashboard, providing users with up-to-the-minute information on asset location, estimated arrival times, and current traffic conditions. This technology enhances the passenger experience by offering transparency and reducing wait times, thus providing a more efficient and enjoyable journey.

2.3.10.5

Rider counts (at all pick-up locations)

The AVL system plays a crucial role in monitoring the number of customers utilizing the shuttles, thereby facilitating the effective scheduling of staff. This capability ensures that staffing levels are optimally responsive to passenger demand, enhancing service efficiency and ensuring that resources are utilized in the most effective manner possible.

2.3.10.6

Irregular operations

Detailed procedures are established for managing irregular operations with the assistance of subcontractors, including scenarios involving airport-related construction and special event shuttle services. These guidelines ensure that any disruptions are handled efficiently and with minimal impact on service quality, maintaining seamless shuttle operations even in the face of unforeseen challenges.

2.3.10.7

Shuttle operation delays;

prides ourselves on our punctuality for those who we are trusted to serve. Year after year, we provide the utmost efficiency, timeliness, and responsiveness for our complex logistics management of our own fleet with our multi-million dollar contracts with the Department of Defense and students at our local public schools across a range of county and municipal lines. We commit to doing better each year of the period of performance under this solicitation through thorough integration of learnings from the unique context of serving the world's busiest airport and having the opportunity to be the face of this great city for all of our visitors and returning residents. If we ever incur shuttle operation delays through our 24/7 serving of the shuttle operations at the Airport, we will document those delays within our own records and report any incidents to the city, as we are obligated per the terms of this solicitation. But beyond contractual obligation, we commit to identifying trends, patterns, and even issues within our own performance, so that we can keep doing better for the City and for our riders.

2.3.10.8

Vehicle maintenance procedures

is committed to maintaining comprehensive records of preventive maintenance, repairs, and the cleaning/sanitizing processes of the shuttles. These detailed records will be systematically organized and readily accessible for inspection by the city, allowing transparency and compliance with regulatory standards. focus on preventative maintenance strategies that ensure the safety, reliability, and operational efficiency of these vehicles.

In addition, below are the maintenance plans tailored for current models of busses and shuttles that are in daily operational use within our fleet. We use manufacturer recommendations as a base for our custom plans and then tailor each plan to the reality of the need that we experience in our operations. While these plans will not translate precisely to the assets we would manage under contract with the Airport, as we will perform inspections of those assets and tailor our findings to create new maintenance procedures for the project, they do show our approach and how we emphasize preventative care to minimize downtime and ensure peak performance:

1. 55 Buses - C-Series, CX2, and C45 Motor

- Daily Inspections: Conduct thorough pre- and post-trip inspections to identify and address any immediate maintenance needs. This includes checking tire pressure, fluid levels, brake performance, and ensuring all lights are functional.

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- Routine Service: Every 10,000 miles, perform a comprehensive service check that includes oil and filter changes, inspection of the suspension and steering systems, and replacement of air filters.
- Brake System: Inspect brake pads and discs every 15,000 miles to ensure they are within safety standards. Replace as necessary.
- Engine and Transmission: Perform detailed inspections every 20,000 miles, focusing on engine performance, transmission fluid levels, and component wear. Schedule repairs or replacements based on findings.
- Annual Inspections: Conduct an annual safety and performance review that includes a thorough examination of the electrical systems, HVAC, exhaust systems, and structural integrity.

2. 40 ■■■ Mini Coach - ■■■

- Daily Checks: Implement daily visual checks for any signs of wear and tear, including tires, lighting, and emergency exits.
- Service Intervals: At every 8,000 miles, change the oil and oil filters, inspect the brakes, and ensure the cooling system is functioning correctly.
- Electrical System: Every 12,000 miles, inspect the electrical system for any signs of corrosion or damage. Ensure all connections are secure.
- HVAC System: Check the HVAC system every 15,000 miles for optimal operation, especially considering passenger comfort.
- Annual Overhaul: Perform an in-depth annual check focusing on the drivetrain, suspension, and alignment to ensure the vehicle remains safe and reliable.

3. 23 ■■■ - ■■■

- Daily Visual Inspection: Check for any visible issues with tires, windows, and doors to ensure passenger safety and comfort.
 - Regular Maintenance: Every 5,000 miles, conduct oil and filter changes, along with inspections of the brake system and fluid levels.
 - Suspension System: Inspect the suspension system thoroughly every 10,000 miles to detect any potential issues early.
 - Engine Health: Monitor engine performance and conduct diagnostic tests every 15,000 miles to ensure it is running efficiently.
 - Comprehensive Yearly Review: Include a detailed review of the fuel system, electrical systems, and safety features to maintain high standards of operation.
- Maintenance Narrative



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At [REDACTED] we understand the profound responsibility and trust placed in us by the [REDACTED] Airport in managing and maintaining their shuttle service assets. Our approach to asset care is built on a foundation of rigorous preventative maintenance, ensuring that every vehicle we operate is in peak condition, reflecting our unwavering commitment to safety, reliability, and customer satisfaction.

Our maintenance plans for the [REDACTED] charter buses, [REDACTED] mini coach, and [REDACTED] are meticulously designed to address the unique needs of each model, prioritizing preventative measures to avert potential issues before they arise. We believe in proactive care, combining daily inspections, regular service intervals, and comprehensive annual reviews to minimize downtime and ensure each vehicle meets the highest standards of performance and safety.

We are fully aware of the gravity of our responsibility in managing assets owned by the [REDACTED] Airport. Our dedicated team of certified technicians employs state-of-the-art diagnostic tools and follows industry-best practices in maintenance and care. By fostering a culture of excellence and accountability, we guarantee that the vehicles under our care are not just maintained but are kept in exemplary condition, ready to serve the [REDACTED] community reliably and efficiently. Our commitment extends beyond maintaining vehicles; it's about building trust with the City of [REDACTED]. At [REDACTED] we don't just manage shuttle operations; we deliver peace of mind, knowing that every vehicle we maintain is a testament to our commitment to safety, quality, and customer service.

2.3.10.9

Maintenance reports and related statistics: vehicle maintenance and performance data to be reported, how frequently these reports are compiled, and the forms to be maintained for maintenance records.

[REDACTED] ensures that its maintenance records are thorough and encompass the date, nature, cost, parts involved, and labor hours dedicated to each maintenance or repair activity. This level of detail guarantees transparency and accountability, providing a comprehensive overview of the upkeep and servicing of the fleet. As part of our effort to track our fleet and to ensure operational excellence, we utilize an integrated GPS tracking and software system known as Samsara that sets the standard for our industry. [REDACTED] has strategically integrated Samsara's cutting-edge tracking system into our daily operations. This technology underpins our approach, allowing us to achieve superior results through:



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Real-time Vehicle Tracking and Route Optimization:

- Ensuring on-time departures and arrivals by monitoring shuttle locations in real-time, facilitating instant adjustments to routes based on traffic conditions, and optimizing schedules.
- Enhancing the reliability of fixed-route shuttle operations, thus significantly improving passenger satisfaction.

Driver Performance and Safety Monitoring:

- Monitoring driving behaviors such as speeding, harsh braking, and rapid acceleration to ensure the safety of passengers and compliance with traffic laws.
- Implementing driver coaching and recognition programs based on data-driven insights, fostering a culture of safety and professionalism.
- Maintenance Alerts and Vehicle Diagnostics:

Utilizing predictive analytics to schedule maintenance, preventing breakdowns and ensuring that vehicles are always safe and comfortable for passengers.

Reducing downtime through proactive vehicle diagnostics and maintenance alerts, keeping our fleet in prime condition.

Fuel Consumption Analysis and Environmental Sustainability:

- Analyzing fuel consumption patterns to implement efficiency measures, reducing operational costs and our carbon footprint.
- Promoting environmental sustainability by optimizing routes and driving behaviors, contributing to cleaner air and a healthier community.

Customized Reporting and Data Analytics:

- Leveraging customized reports to analyze operational efficiency, customer satisfaction, and financial performance.
- Utilizing data analytics to make informed decisions that enhance service quality and operational excellence.
- Operational Excellence Through Technology and Data

The integration of [REDACTED]'s tracking system is a testament to [REDACTED] dedication to leveraging technology and data for operational excellence. This approach allows us to:

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- Deliver unparalleled customer service by ensuring timely, safe, and comfortable shuttle experiences.
- Maintain an agile operation that can quickly adapt to the dynamic needs of [REDACTED] Airport and its passengers.
- Drive continuous improvement in our services and operations through data-driven insights and decision-making.
- Support our commitment to the Atlanta community, particularly underserved areas, by providing reliable and efficient transportation solutions.

[REDACTED] use of [REDACTED] tracking system exemplifies our forward-thinking approach to shuttle operations. By prioritizing technology and data, we not only meet but exceed the operational demands of [REDACTED] Airport, reinforcing our reputation as a leader in the transportation industry. Our commitment to excellence, community, and sustainability positions us as the ideal partner for the City of [REDACTED] ready to contribute positively to the local economy and the well-being of its residents.



2.3.10.10

Administrative Reporting Procedures. Describe internal and external administrative reporting procedures. Include the positions involved, internal and external report forms, and data collection and storage procedures. Provide a sample of the payroll register you are planning to submit as part of the monthly Certified Statement.

██████████ employs a structured and vigilant approach to managing its internal financial controls, ensuring both accuracy and compliance with financial regulations. This approach is characterized by a blend of modern software assistance, routine checks, and balances, along with professional external audits to maintain the integrity of financial operations.

At the core of their financial management practices is the use of ██████████ accounting software. This choice underscores the company's commitment to leveraging technology for efficient financial tracking and management. ██████████ enables the firm to maintain accurate accounts and monitor expenses closely, serving as the backbone for all financial transactions and reporting.

To ensure thorough oversight, ██████████ conducts monthly reviews of bank and credit/debit card statements. This routine verification process helps in detecting any discrepancies early and reinforces the company's dedication to financial transparency. Complementing this, a running ledger of monthly payments is meticulously kept, further strengthening their internal financial controls by providing a clear and up-to-date view of the company's expenditures.

Income and payroll are areas of significant focus for ██████████. Weekly reviews of income generated from sales offer insights into the company's financial health and revenue streams. Similarly, payroll is scrutinized weekly before disbursement to employees, highlighting the firm's commitment to fairness and accuracy in compensation.

The structure of financial management at ██████████ involves three key personnel: the owner, the bookkeeper, and the office manager. Each plays a pivotal role in handling finances, with distinct responsibilities that ensure checks and balances within the system. Ultimate control and oversight, however, rest with the CEO/owner, who oversees the broader financial strategy and ensures adherence to the company's financial policies.

Lastly, embracing transparency and accountability, ██████████ engages an external CPA firm for annual audits and tax preparation. This external review serves as an additional layer of assurance, validating the company's financial practices and compliance with tax laws.



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provides a comprehensive education of employees regarding the operational framework, their specific duties, and responsibilities as it relates to reporting for regulatory requirements as well as for operational excellence. This includes detailed guidance on administrative reporting, as well as procedures for financial auditing and accounting, ensuring that staff are well-informed and equipped to fulfill their roles with proficiency and in compliance with organizational standards. We have provided an actual copy of our payroll register, with the names of our staff redacted for their privacy, which showcases how we track payroll information, handle our internal financial processes, and ensure that we successfully implement our complex logistical operations:

Payroll between 03-Mar-2024 and 09-Mar-2024									
Deadhead Hours	Downtime Hours	Regular Hours	Route Hours	Adjustment Hours	Vehicle Maint. Hours	Total Hours	Overtime Hours	Pay	
0	68.5167	6.95	0	0	0	75.4667	0	\$1,350.00	
0	0	6	0	0	0	6	0	\$350.00	
0	63.25	37.25	0	0	0	100.5	0	\$1,500.00	
0	20	46.0333	0	0	0	66.0333	0	\$1,300.00	
0	0	73.6167	0	0	0	73.6167	0	\$1,425.00	
0	0	51	0	0	0	51	0	\$1,250.00	
0	11.1667	64.8333	0	0	0	76	0	\$1,250.00	
0	33.75	14.6167	0	0	0	48.3667	0	\$900.00	
0	73.25	42.5167	0	0	0	115.7667	0	\$1,850.00	
0	5.9833	41.1	0	0	0	47.0833	0	\$1,075.00	
0	48.1833	19.9833	0	0	0	68.1667	0	\$1,250.00	
0	0	3	0	0	0	3	0	\$175.00	
0	0	7.5	0	0	0	7.5	0	\$175.00	
0	10	5.2667	0	0	0	15.2667	0	\$350.00	
0	0	0	0	0	16	16	0	\$860.00	
0	11.5	34.0167	0	0	0	45.5167	0	\$1,225.00	
0	0	7	0	0	0	7	0	\$300.00	
Total Payroll:								\$16,585.00	

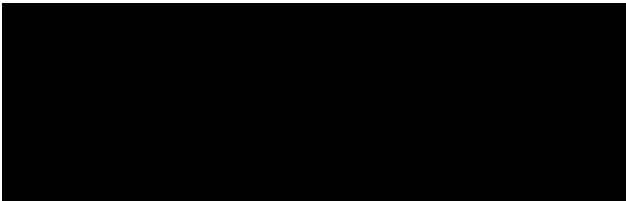
Printed On: 15-Mar-2024

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2.3.10.11

Internal Accounting, Auditing, and Inventory Control. Describe internal reporting, accounting, and overall bus and vehicle inventory management and control, including theft prevention. Include general and specific procedures and the job positions involved.

adamantly adheres to comprehensive record-keeping practices integral to internal accounting, reporting, inventory management, and vehicle theft prevention strategies.



Our detailed distance and fuel records document all individual vehicle operations. These are maintained with precision and highlight both taxable and non-taxable fuel use, mileage per jurisdiction, and a breadth of essential data points from trip dates to vehicle identification. This regimented documentation facilitates ample opportunity for internal control, establishing precise financial tracking, compliance with tax regulations, and effective fleet management. Given our existing contracts with the Department of Defense and a variety of local public school systems, we have deep experience with compliance as required by those publicly accountable entities. Our clients demand the utmost transparency from us and we gladly oblige them by holding ourselves to the highest standards.

To bolster these efforts, we employ advanced on-board recording and vehicle tracking technologies, integrated with manual and computerized systems, to ensure the generation of accurate and auditable records. This synergy between technology and traditional record-keeping underpins our preventive maintenance and inspection processes, ensuring vehicle performance, safety, and efficiency remain at their peak. Our drivers, pivotal in this ecosystem, are rigorously trained in pre- and post-trip inspections, aligning with Federal Safety Regulations, to preemptively identify and address any vehicle safety defects or deficiencies.

Central to our operational ethos is a clear delineation of responsibilities among our staff, with specific job positions dedicated to overseeing the integrity of our record-keeping, maintenance schedules, and compliance obligations. This structured approach not only mitigates the risk of vehicle theft through diligent inventory control, but also ensures a seamless operational workflow from fuel purchase reporting to vehicle inspection and maintenance. Our commitment to maintaining these records for a mandatory period, as stipulated, exemplifies our dedication to transparency, accountability, and skillfulness in service delivery, further solidifying our standing as a trusted and experienced transportation provider. [REDACTED] will have a zero-tolerance policy for misuse or misappropriation of the resources we have been entrusted with through this solicitation. We have decades of experience that have seen zero cases of employee theft or egregious misconduct because we put the right people in the right positions.

2.3.10.12

Communications with Ground Transportation. Address who will be responsible for and/or involved in the communications with Ground Transportation, how communications will be achieved, when regular communications are proposed to occur, and what standard and emergency procedures are proposed to ensure coordinated operations between Ground Transportation and shuttle operator. Proponent shall complete the Proponent Contact Directory Form included in Form 8.

██████████ is prepared to maintain clear and effective communications with Ground Transportation, coordinating Shuttle dispatch and management in concert with the Ground Transportation Curbside Management team. As is the case with our work with the Department of Defense and public school districts around the region, when you are transporting military personnel and schoolchildren, maintaining clear and constant communication about your status, whereabouts, and any issues that may arise is of the utmost importance. We take our responsibility to provide safe and enjoyable transportation seriously.

2.3.10.13

Recommended Changes, Improvements, and Innovations. The Proponent shall suggest innovations or changes to the operation based upon its trade experience and shall demonstrate how it will implement these innovations and other programs with emphasis on cost containment and customer service. This may include any aspect, such as operating procedures, technology, equipment, and shuttle bus operations. Any such recommended change, improvement, and/or innovation should be reflected in the proposed Operating Budget and noted as a recommendation.

██████████ is committed to delivering exceptional shuttle services while fostering continuous improvement and innovation in operations at ██████████ ██████████ International Airport. Understanding the dynamic nature of airport shuttle services, we leverage structured change management processes to recommend and implement enhancements efficiently and effectively. Our approach is rooted in best practices from the field of change management and is tailored to the unique context of airport operations.

Structured Approach to Process Improvement

Assessment and Analysis:

- Identify Opportunities: Systematically evaluate existing shuttle operations to identify inefficiencies, bottlenecks, and areas for enhancement.

- Stakeholder Engagement: Engage with airport staff, passengers, and other stakeholders to gather insights and feedback on current service levels and potential improvements.

Planning and Strategy Development:

- Set Clear Objectives: Define specific, measurable goals for each suggested improvement to ensure outcomes align with [REDACTED] Airport's strategic objectives.
- Develop a Roadmap: Outline a detailed action plan, including timelines, resources needed, and milestones, to guide the implementation of improvements.

Implementation:

- Change Management Best Practices: Apply proven change management methodologies to manage the transition effectively. This includes communicating changes to all stakeholders, providing necessary training, and ensuring resources are appropriately allocated.
- Pilot and Scale: Initially implement changes on a small scale to test their impact and adjust as necessary before rolling out fully.

Evaluation and Continuous Improvement:

- Performance Metrics: Utilize key performance indicators (KPIs) to monitor the impact of implemented changes on efficiency, customer satisfaction, and operational excellence.
- Feedback Loops: Establish mechanisms for ongoing feedback from passengers and employees to continuously identify opportunities for further enhancements.

Incorporating Change Management Insights

- Employee Engagement and Support: Recognize the importance of employee buy-in for successful change implementation. We prioritize transparent communication, training, and support to ensure our team adapts to and embraces new procedures.
- Adaptability: Maintain flexibility in our approach to change, allowing for adjustments as we gather data and feedback from the implementation of improvements.
- Leadership and Vision: Our management team leads by example, clearly communicating the vision and benefits of proposed changes to inspire and motivate all stakeholders.

At [REDACTED] our commitment to operational excellence, customer satisfaction, and safety is unwavering. By applying a methodical, structured approach to process improvement, informed by the latest in change management research, we ensure our shuttle services not only meet but exceed the expectations of [REDACTED] International Airport and its passengers. We are dedicated to being a proactive, responsive partner in enhancing airport shuttle operations, making every journey safe, efficient, and enjoyable.



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Any expense incurred from our comprehensive approach to change management has already been factored into our expected spending on contingencies and other line items within our budget and budget narrative. We plan for the unexpected in service for our clients and ridership.

2.3.11.

Transition Plan: Describe how the Proponent will manage the transition from the provider of existing shuttle services to the new company and/or any change to the Scope of Services. The transition plan should include the following: RFP-IF-DOA/2402-1240223, [REDACTED] Shuttle Services 5

We detail our transition plan below, with attention to leadership roles, deliverables, and purpose for each of the stages we propose:



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Coast To Coast Transition Plan

The main objectives of transition are to ensure the efficient commencement of a contract and the incoming supplier and the orderly winding up of the previous contract and exit of an outgoing supplier.

Week(s)/Duration	Transition Item/Activity	Milestone(s)/Goal(s)	Minimum Leaders Included
1	Meet with Airport Authority/DOA	Upon Successful Award Notification; schedule meeting to discuss contract agreement, validate terms and deliverables. Confirm the transition in obligations (including roles and responsibilities, timeframes and resources) set out in the contract	Airport and Proponent
1	Start-up Meeting	start-up meeting with the incoming supplier and outgoing; Arrange access to facilities, equipment, assets, systems etc.	Incoming Supplier and Outgoing
1	Staff Planning and Preparation	Begin recruitment strategy development and deploy as soon as complete in preparation for full effort in week 2. Craft schedule to begin scheduling current employees for 1st opportunity screening.	HR, PM and Leads
2	Meeting with current operator and Airport leads	Meeting to discuss transition success (operations, equipment, date and other details)	HR, PM and Leads
2-3	Staff Recruitment, Hiring, Screening and Background Checks and batch badging.	Deploy recruitment strategy to include advertising via online, through staffing firms and via WorkSource agencies. (Continue until the minimum positions are in place and ongoing as needed thereafter.)	HR and PM
3-5	Begin Training (2 to 3 weeks based on shifts and backup group)	Company and DOA as required and service enhancements: Expectations, Airport Area and Expectations, Vehicle Types and Bus Routes, Safety and Wellness, Customer Experience, Compliance.	HR, PM and Leads
5-6	Team Completion	Team and Position completion and Team Building Activity	HR, PM and Leads
7	Operations Meeting	Review operations and audit procedures for transition and prepare for final briefing	HR, PM and Leads
8	Simulation and Procedure	Final review of all procedures and discussion with Leaders to ensure all areas are covered.	HR, PM and Leads
8-9	Final Meeting	Airport Leads, DOA for final transition and confirmation of final paperwork and other needs	All Key Parties and Agencies
9-Aug	Final Staff Engagement for Go-Live	Final teambuilding and schedule, fleet and other confirmations take place	All Staff
9+	Post Transition Learning	Review and record any post transition in findings	PM and Leads



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2.3.11.1

Each Proponent shall submit a transition plan describing its proposed methodology for its start-up of operations. The Proponent shall provide a detailed schedule with its key milestones and the timeframe each milestone shall be completed; and show the time required for hiring and training of employees, coordination with uniforms, Airport familiarization, etc.

We are prepared to meet the City of [REDACTED] and the Department of Aviation's requirement for a fluid transition that guarantees uninterrupted terminal-to-terminal transportation services for passengers, aiming for continued service excellence. Upon receiving notification from the City regarding our successful bid and the subsequent contract award, [REDACTED] will promptly coordinate a meeting with the Department of Aviation (DOA) and the incumbent operator to discuss the timeline, date, and detailed requirements necessary for a smooth transition. Recognizing that the cornerstone of a successful transition lies in effective communication and meticulous planning, our team will prioritize this plan to ensure a seamless handover. For the transition plan we have contracted Choice Solutions Accounting services. She has extensive experience in government contract auditing and bookkeeping. She has supported government level audits even for the City of [REDACTED]

In assuming the responsibility of transitioning shuttle operations at [REDACTED] Airport, [REDACTED] will deploy a meticulous, phased approach to ensure a seamless transition, minimal disruption, and enhanced stakeholder satisfaction. Our transition plan, grounded in best practices from change management, will focus on understanding the current operations' intricacies, engaging with all stakeholders effectively, and implementing improvements methodically. This comprehensive plan aims to uphold operational excellence, prioritize customer satisfaction, and reinforce our commitment to local community engagement. In the overview below, we describe the conceptual and theoretical underpinnings for the detailed plan we shared above in graphic form as well as the purpose behind its overarching structure.

Transition Plan Overview

1. Pre-Transition Phase: Assessment and Planning

- Stakeholder Identification and Engagement: Initiate dialogue with airport management, existing shuttle staff, passengers, and community representatives to understand expectations and apprehend any apprehensions.
- Operational Audit: Conduct a thorough review of the current shuttle operations to benchmark service levels, customer satisfaction, and operational efficiency.



- Infrastructure and Asset Evaluation: Assess the condition and capacity of existing shuttles and related infrastructure to determine immediate needs and long-term improvements.
- Risk Assessment and Management Plan: Identify potential transition risks and develop mitigation strategies to ensure business continuity.

2. Transition Execution Phase

- Detailed Transition Schedule: Develop and communicate a clear, step-by-step transition plan, including key milestones and timelines, to all stakeholders. [REDACTED] is fully prepared to begin transitioning responsibilities for the operation of all shuttle services at the Airport, per this solicitation, but we appreciate that this process cannot be rushed and seek to serve as a thoughtful partner with any outgoing provider and, of course, with the Airport itself.
- Staff Transition and Training: Focus on retaining existing personnel where possible, supplemented by hiring local talent. Implement comprehensive training programs emphasizing customer service excellence and operational efficiency.
- Process Re-engineering: Based on the pre-transition operational audit, roll out process improvements to enhance service delivery. This will include the integration of technology for route optimization and real-time tracking to increase reliability and reduce waiting times for passengers.
- Communication Strategy: Maintain open lines of communication with all stakeholders, providing regular updates on transition progress and changes. Implement a feedback loop to capture stakeholder input and adjust the transition plan as necessary.

3. Post-Transition Phase: Stabilization and Continuous Improvement

- Performance Monitoring: Establish key performance indicators (KPIs) to evaluate service quality, operational efficiency, and customer satisfaction continuously.
- Feedback Mechanism: Implement a structured mechanism for collecting and analyzing feedback from passengers and staff to identify areas for further improvement.
- Regular Review Meetings: Conduct monthly meetings with airport management and other key stakeholders to discuss performance against KPIs, feedback received, and any adjustments needed in operations or strategy.
- Continuous Improvement Program: Commit to an ongoing program of operational and service improvement, leveraging new technologies, training, and best practices in change management to adapt to evolving passenger needs and expectations

Ensuring Stakeholder Satisfaction

Central to our transition plan is the commitment to optimizing stakeholder satisfaction through:

- **Transparency:** Keeping all stakeholders informed about the transition process, timelines, and expected outcomes.
- **Engagement:** Actively involving stakeholders in the transition process, thereby fostering a sense of ownership and collaboration.
- **Reliability:** Ensuring that shuttle services remain dependable and efficient throughout the transition, with contingency plans to address any unforeseen challenges.
- **Quality:** Upholding the highest standards of service quality and customer experience, with a focus on safety, punctuality, and comfort.

By adhering to these principles and incorporating past learnings from other substantial and complex endeavors we have successfully completed with a high degree of client satisfaction, [REDACTED] will ensure a smooth transition of shuttle operations at [REDACTED] Airport, setting a strong foundation for long-term operational excellence.

2.3.11.2

Detail staffing plan based upon the number of staff described in the Scope of Services section of the RFP (at a minimum); and any additional non-billable supervisory staff to support a smooth transition.

Staffing Plan for [REDACTED] Shuttle Service:

Key Leadership Staff:

- **CEO:**
 - [REDACTED] will continue to utilize his extensive experience in charter bus services to lead [REDACTED] by reinforcing strategic oversight and operational excellence.
- **Project Manager:**
 - [REDACTED] will steadily persist in drawing upon his decades of management experience in sectors such as the financial industry and his leadership experience from service as a veteran to lead project implementation and ensure continually high performance standards as an on-site executive.
- **Human Capital Manager:**
 - [REDACTED] [REDACTED] will continue to apply her twenty-five years of professional experience to oversee administrative operations, customer service, and coordination of shuttle procedures for this project as an on-site executive.

Supporting a Smooth Transition:

- **Transition Team:**

- A transition team comprising key staff members of [REDACTED] will coordinate closely with the Department of Aviation (DOA) and the current operator to ensure a seamless handover of services.

- **Training and Onboarding:**

- Comprehensive training sessions for all employees will focus on exceptional customer support, operational protocols, and safety measures, tailored to the specific needs of the [REDACTED] Shuttle Service.

- **Communication Plan:**

- Implement a structured communication plan to keep all stakeholders informed during the transition period, providing transparency and readiness to address any challenges.
-

This staffing plan is designed to meet the operational demands of the [REDACTED] Shuttle Service while granting high standards of customer service and safety. The inclusion of additional non-billable supervisory staff will bolster [REDACTED] capability to manage the transition effectively and maintain service continuity, responding to the dynamic needs of the airport environment.

2.3.11.3

Describe schedule matrix to show assignments, hours worked on a daily/on-going basis.

At [REDACTED] we utilize [REDACTED] for all of our logistical needs. [REDACTED] is a comprehensive transportation management software designed for various types of operations, including trip and charter management, personnel and driver compliance, and vehicle preventative maintenance. This tool is particularly adept at addressing the complex needs of organizations that manage extensive fleets and a large number of passengers. [REDACTED] leverages [REDACTED] to ensure operational excellence in transporting thousands of passengers monthly with its fleet of over 24 high-capacity vehicles. By integrating [REDACTED] functionalities, we can:

- **Streamline Trip and Charter Management:** Efficiently plan and execute fixed-route operations at [REDACTED] Airport, ensuring timely and reliable shuttle services.
- **Ensure Personnel and Driver Compliance:** Maintain high standards of safety and professionalism by managing driver schedules, certifications, and compliance with regulatory requirements.

- Implement Vehicle Preventative Maintenance: Guarantee the highest operational standards through regular maintenance schedules, minimizing downtime and ensuring every vehicle meets stringent safety and comfort standards.

The use of [REDACTED] software underscores Coast to Coast's commitment to operational excellence, safety, and customer satisfaction. This technology allows us to efficiently manage complex logistics, ensuring that we can meet the demands of [REDACTED] Airport's shuttle service contract with confidence and precision. We have provided an example of how we would utilize [REDACTED] to manage the exceedingly complex logistical needs of a typical day at the [REDACTED] Airport, using real location data and real capabilities. This highlights our preparation to take on this work and how it meshes with our existing organizational workflows:

2.4

Customer Service Plan:

This criterion considers Proponent's staffing plan, corporate management support, employee training, employee retention and incentive programs, and customer service programs.

2.4.1

Describe in detail the proposed Customer Service Plan and examples of Proponent's successful implementation of the same or similar plan(s).

Our customer service strategy is built on a foundation of extensive employee training, strong management support, and innovative service programs that have consistently received positive feedback. We are committed to maintaining high standards of service that ensure all passengers experience the best of [REDACTED] hospitality. In crafting a detailed customer service plan for [REDACTED] Tours's proposal to manage shuttle operations at [REDACTED] Airport, we lean into our proven track record and deep-rooted philosophy of service excellence, operational integrity, and local community engagement. Our approach is to transcend the conventional shuttle service, offering an unparalleled passenger experience deeply integrated with the heart and pace of [REDACTED]. Here, we detail our structured approach, embedded with our accomplishments and tailored strategies for elevating the shuttle service experience at one of the world's busiest airports.

Our Legacy of Service Excellence

At [REDACTED] we surpass expectations through meticulous service delivery. Our founding was grounded in a simple ethos: to offer reliable, comfortable, and customer-centric transportation solutions. This ethos has guided our growth, allowing us to serve diverse groups, including students across multiple school systems in [REDACTED] and thousands of military personnel annually. These experiences have not only honed our operational expertise but also deepened our understanding of customer service nuances across various demographics.

Our engagement with educational institutions and military installations illustrates our capacity for handling complex logistics and our commitment to safety, punctuality, and responsive service. These foundational elements are directly transferable to managing shuttle operations at [REDACTED] offering a seamless, stress-free, and efficient transit experience for airport passengers.

Market Analysis: Understanding and Enhancing the Passenger Experience

The [REDACTED] Airport stands as a testament to global connectivity, with its bustling terminals and the constant hum of arrivals and departures. Managing shuttle operations in such a dynamic environment requires an intimate understanding of passenger flows, peak travel times, and the unique needs of international and domestic travelers. Our plan leverages real-time data analytics and passenger feedback mechanisms to continuously adapt our service offerings, verifying that they align with the evolving needs of the airport's diverse user base.

Through a thorough review of current passenger feedback and operational data, we have identified key areas where [REDACTED] can introduce impactful improvements. These include reducing wait times, enhancing shuttle accessibility, and integrating technology to provide real-time updates to passengers. Addressing these areas will significantly elevate the passenger experience, setting new benchmarks for airport shuttle services. Our strategy is built on the pillars of accessibility, consistency, professionalism, and empathy—each informed by our extensive experience in transportation.

Common Shuttle Service Complaints:

- **Long Wait Times:**
 - One of the most frequent grievances among airport passengers is the extended waiting period for shuttle services. In a hypothetical compilation of reviews, passengers often report wait times exceeding 30 minutes, leading to frustration, especially after long flights or when tight schedules are at play.
- **Overcrowding:**
 - Reviews might also highlight instances where shuttles are overly congested, forcing passengers to stand in cramped conditions or wait for the next shuttle, further delaying their journey.
- **Inconsistent Schedules:**
 - Feedback may indicate that shuttle services do not adhere strictly to their schedules, with shuttles either arriving earlier than expected and departing before passengers arrive or running late, causing inconvenience.
- **Lack of Information:**
 - Another common issue could be the scarcity of clear, accessible information regarding shuttle routes, schedules, and pick-up/drop-off points, leading to confusion and missed shuttles.

- **Customer Service Quality:**

- Negative experiences with shuttle staff, including unhelpful or unfriendly interactions, can significantly impact passenger satisfaction, as noted in hypothetical customer feedback.

Coast to Coast's Solutions to Shuttle Service Concerns

Long Wait Times

██████████ recognizes the importance of minimizing wait times to enhance passenger satisfaction. To address this, we plan to implement a dynamic scheduling system that adjusts shuttle dispatch frequency based on real-time flight arrival data and passenger demand, ensuring shuttles are available when needed without excessive waiting. We aim to meet and exceed the minimum requirement that no customer is waiting more than 15 minutes for transfer to their terminal or carport, thereby helping everyone who uses airport services get to their flight and to their destinations in a timely and efficient manner.

Overcrowding

To combat the issue of overcrowding, we propose increasing the frequency of shuttles during peak times and utilizing larger capacity vehicles that can comfortably accommodate more passengers. This approach, coupled with our dynamic scheduling system, will significantly reduce the likelihood of overcrowding and improve the overall travel experience. The need for this in a post-Covid world is especially prescient.

Inconsistent Schedules

Consistency is key to reliable shuttle service. ██████████ pledges to implement strict adherence to schedules, supported by technology that allows for real-time tracking and updates. Passengers will have access to an app providing live updates on shuttle locations and expected arrival times, mitigating the issue of unpredictability. This may be facilitated in connection to the driver's Samsara app, which aims to record certified HOS logs, which drivers may access up to seven days after a ride.

Lack of Information

Understanding the critical role of clear communication, we aim to overhaul the information dissemination process regarding shuttle operations. This includes deploying digital displays at shuttle stops, an easy-to-navigate app, and a responsive customer service team to provide up-to-the-minute information on shuttle services. Our goal is to ensure that passengers are well-informed at every step of their journey.

Customer Service Quality

At [REDACTED] we believe that every interaction matters. To elevate customer service quality, we will invest in comprehensive training programs focusing on hospitality, problem-solving, and effective communication for all staff members. Regular assessments and feedback mechanisms will be in place to continuously improve service quality, making certain that our team not only meets, but also exceeds, passenger expectations.

Knowledge and Accessibility

We prioritize the continuous education of our staff, ensuring they possess comprehensive knowledge of the airport layout, shuttle schedules, and can offer assistance with a warm, approachable demeanor. Our goal is to make every interaction with [REDACTED] informative and reassuring, reflecting our deep understanding of the stressors associated with airport travel.

Operational Excellence

Drawing from our experience in efficiently transporting students and military personnel, we apply rigorous logistics management practices to shuttle operations. This includes employing state-of-the-art routing software to optimize travel times and maintain punctuality, crucial for passengers navigating the complexities of [REDACTED]

Harnessing Local Knowledge

[REDACTED] prides itself on being more than a transportation provider; we are an integral part of the communities we serve. Our recruitment strategy focuses on hiring locally, not only to boost employment within the [REDACTED] area, but to ensure our team brings a personal touch to their service, embodying the warmth and hospitality [REDACTED] is known for.

Collaboration for Community Benefit

Our commitment to community engagement extends beyond hiring. We actively seek partnerships with local businesses and organizations to enrich the shuttle service experience, from showcasing local art within our shuttles to offering promotions that encourage passengers to explore [REDACTED] diverse cultural and culinary offerings.

Implementation Plan: Delivering on Our Promise

Our approach to implementing the shuttle service is methodical, beginning with a pilot phase that allows us to gather real-time feedback and make necessary adjustments before full-scale operation. This iterative process ensures that our service design is deeply informed by passenger experiences and needs.

We establish clear, measurable KPIs to track our performance, including passenger satisfaction scores, on-time departures, and feedback response times. These metrics guide our continuous improvement efforts, ensuring that our services exceed passenger expectations.

In [REDACTED] International Airport finds a partner committed to redefining the shuttle service experience. Our proposal is more than a plan; it is a commitment to excellence, community, and continuous improvement. We invite the City of [REDACTED] and the airport authority to join us in setting a new standard for airport transportation, one that enhances the global reputation of [REDACTED] and the city it serves.

By addressing these common concerns with targeted strategies, [REDACTED] is committed to transforming the shuttle service experience at [REDACTED] International Airport into one that is efficient, comfortable, and reliable. Leveraging our expertise in transportation logistics and deep commitment to customer satisfaction, we are poised to offer a shuttle service that passengers can depend on, enhancing their overall airport experience.

2.4.2.

Describe at least one (1) customer service program Proponent has initiated within the past five (5) years, that has received positive feedback from customers and provide a sample copy of the survey results supporting the program's success.

A Better Passenger Experience for Our City: Coast to Coast's Legacy of Strong Performance and Our Plan for the Future

[REDACTED] proudly stands at the forefront of superior customer service in the transportation sector, a commitment made possible through our strategic partnership with [REDACTED] LLC, and the expertise of its CEO, Mr. [REDACTED]. With over a 25 years of experience in the transportation industry, including pivotal roles as a commercial driver and motor vehicle inspector investigator, Mr. [REDACTED] brings an unparalleled depth of knowledge and insight into our operations. Since founding [REDACTED] LLC in July 2015, his mission has been clear: to elevate the standards of customer interaction and safety within the transportation field, focusing specifically on those who operate trucks and buses.

Our collaboration with Mr. [REDACTED] and his firm has enabled us to significantly enhance our customer service approach at [REDACTED]. We continue to engage with Mr. [REDACTED] firm to this day and our customers' experiences validate its positive impact on our service delivery

and operational capabilities. By integrating Mr. [REDACTED] innovative training methodologies and his comprehensive understanding of the transportation ecosystem, we have not only improved our service quality but also ensured that our team exceeds the expectations of passengers and partners alike. His firm's work with us includes:

- Customized Training Programs: Tailored sessions designed to equip our drivers and customer service teams with the skills needed to provide exceptional service, emphasizing empathy, effective communication, and safety.
- Real-World Applications: Leveraging Mr. [REDACTED] extensive background, our training includes scenarios drawn from his experiences, offering practical solutions to everyday challenges faced on the road.
- Continuous Improvement: Under Mr. [REDACTED] guidance, we've adopted a culture of ongoing learning and adaptation, ensuring that our team remains at the cutting edge of customer service excellence.

Furthermore, Mr. [REDACTED] firm has a proven track record of enhancing community relations and safety standards through its work with local school systems, military installations, and ROTC programs. These initiatives demonstrate not only his firm's commitment to broader societal impact but also its capability to tailor programs to diverse audiences. For [REDACTED] this experience has translated into more community-focused service delivery, highlighting our engagement and understanding of local needs. Here are specific ways Mr. [REDACTED] expertise has benefited our operations:

- Enhanced Safety Protocols: Drawing from his work with military and educational institutions, Mr. [REDACTED] has helped us develop comprehensive safety procedures that are now integral to our training programs.
- Community Engagement: His successful collaborations have informed our approach to serving the [REDACTED] area, emphasizing the importance of local engagement and support.
- Diverse Training Perspectives: By incorporating lessons learned from a wide range of environments, our training programs are rich, multifaceted, and designed to meet the unique challenges of airport shuttle services.

In partnership with [REDACTED] we have not only solidified its reputation for exceptional customer service but also demonstrated a deep commitment to safety, community engagement, and operational excellence. This collaboration underlines our readiness and capability to meet the demanding requirements of the [REDACTED] Airport's shuttle service contract, ensuring that passengers experience nothing short of excellence when they choose us for their transportation needs.

worked hand-in-hand with the leadership team to develop the following survey, which has been leveraged to improve our service and customer satisfaction:

Standard Customer Satisfaction Survey

We continually strive to provide our customers with the best possible experience. Your feedback is invaluable to us as we look to improve our services. Please take a moment to complete this survey about your recent experience with

1. Overall Experience with Your Motorcoach Operator

How satisfied were you with your overall experience?

- (1) Satisfied
- (2) Neither Satisfied nor Unsatisfied
- (3) Unsatisfied

2. Attention to Detail and Punctuality

How would you rate your motorcoach operator's attention to detail and punctuality?

- (1) Satisfied
- (2) Neither Satisfied nor Unsatisfied
- (3) Unsatisfied

3. Condition of the Motorcoach

Were you pleased with the condition of your motorcoach?

- (1) Satisfied
- (2) Neither Satisfied nor Unsatisfied
- (3) Unsatisfied

4. Operator's Attitude and Appearance

How would you rate the motorcoach operator's attitude and appearance?

- (1) Satisfied
- (2) Neither Satisfied nor Unsatisfied
- (3) Unsatisfied

5. Recommendation Likelihood

Would you recommend LLC to someone else?

- (1) Yes

- (2) Maybe
- (3) No

6. Areas of Dislike

Is there anything that you dislike about the transportation services rendered?

- Please specify:

7. Additional Comments and Recommendations

Please provide any additional comments or recommendations that could help us improve our service.

- Your feedback:

Real People, Real Successes

Through feedback solicitation through our survey, we gleaned the following actual responses from actual riders on our vehicles:

Reservation 802155-2.1 (2/8/24)

"Mr Joseph from New York, is a great bus driver. He knows the area, he was always early to pick us up and drove smoothly!!"

Reservation ID# 785963.1 (2/20/24)

"We had a great time and a smooth ride. Michael, the driver, was friendly and courteous. Thank you!"

As is evident from the above reviews from past passengers, [REDACTED] plays a crucial role in the comprehensive training and ongoing development of [REDACTED] Tours's drivers, ensuring they remain at the forefront of the motor coach transportation industry. Our rigorous training program kicks off from the moment a driver is employed, requiring each to possess a minimum of three years of motor coach driving experience, a CDL license with a passenger endorsement, valid medical certificates, and a clean background check—a necessity for our work with military and educational institutions. Annually, we hold four driver meetings, three of which focus on training and educational updates spanning safety, customer service, and industry changes. This commitment to professional growth fosters a familial atmosphere where open communication is paramount. With five drivers celebrating over a decade and several marking five years with us among our 21-strong team, we maintain competitive salaries and clear work expectations, underlining our dedication to both driver welfare and exemplary service standards.

Our satisfied team members stay with us for the long-haul, which helps us create memorable journeys and happy riders.

2.4.3.

Describe in detail the type and duration of proposed training for all positions and how such training is designed to enhance customer satisfaction.

Across all our training programs for each title and position at our firm, we have common themes that resonate for all of our team members and that enable us to successfully deliver quality work year after year. For new staff members and those staff members who are new to [REDACTED] we will provide a 3-4 day start-up training. This training will include the following themes:

- **Customer-Centric Focus:**
 - Training programs at [REDACTED] are crafted with a keen focus on enhancing customer satisfaction. By equipping employees with the skills to identify and cater to the diverse needs of passengers, [REDACTED] fosters a welcoming and inclusive environment. Training modules cover effective communication, cultural competence, and conflict resolution, empowering staff to deliver personalized service that exceeds passenger expectations.
- **Safety and Operational Excellence:**
 - A cornerstone of the training curriculum is the commitment to safety and operational efficiency. Drivers receive comprehensive instruction on vehicle operation, maintenance checks, and safety protocols, ensuring the reliability and safety of transportation services. This commitment to excellence extends to all staff, who are trained to uphold the highest standards of professionalism and integrity in their interactions with customers.
- **Continuous Improvement:**
 - The training framework at [REDACTED] is designed for ongoing development, encouraging employees to seek further education and participate in training seminars. This continuous learning environment not only enhances individual skill sets but also contributes to the collective success of [REDACTED] in meeting and surpassing customer expectations.

The training and development programs at [REDACTED] are intricately designed to uphold [REDACTED] pledge of professional, polite, and timely services. Through comprehensive training, [REDACTED] ensures that every employee is well-equipped to

contribute to the overall mission of delivering exceptional transportation services, thereby enhancing customer satisfaction and maintaining [REDACTED] esteemed reputation in the transportation industry.

Senior Management Training:

At [REDACTED] we believe that professional development is for each and every one of us. We can all improve upon how we approach complex problem-solving, interpersonal dynamics, and the type of operationally challenging work that is called for within this solicitation by the [REDACTED] Airport. We take this deep sense of humility seriously, and we even train our senior executives, ensuring they lead by example and demonstrate servant leadership. We implore and coach our leaders to demonstrate the following traits in their daily management tasks:

- **Manage Yourself:** Executives must exhibit reliability, responsiveness, and engagement in their roles. This involves consistent performance, effective time management, and being proactive in addressing issues and opportunities.
- **Manage Your Team:** This dimension emphasizes clear communication, delegation, and feedback. Executives should set clear expectations, provide regular and constructive feedback, and delegate tasks efficiently to empower team members and ensure accountability.
- **Manage Your Work:** This involves planning and prioritizing work to ensure that the team's efforts align with the broader organizational goals. It includes setting strategic goals, monitoring progress, and adjusting plans as necessary to meet objectives.

For [REDACTED] integrating these dimensions into the training of senior executives leads to a more respectful, motivated, and cohesive team environment. This is predicted to yield several benefits for the [REDACTED] airport, including the following:

- **Respect and Morale:** By managing themselves effectively, executives serve as role models, fostering a culture of respect, reliability, and proactive problem-solving. This in turn boosts team morale and creates a supportive work environment.
- **Staff Retention:** Effective team management involves clear communication, constructive feedback, and empowerment. This makes staff feel valued and supported, reduces turnover, and minimizes associated recruitment and training costs.
- **Operational Excellence:** By aligning team efforts with organizational goals and efficiently managing work, [REDACTED] improves operational efficiency, reduces waste, and lowers costs, all without compromising service quality.

Implementing this approach involves:

- Regular Training Sessions: These focus on the three dimensions of service, with practical exercises and role-playing scenarios.
- Ongoing Support and Coaching: These sessions are for executives to refine their management skills over time.
- Performance Monitoring: This process ensures that practices are being implemented effectively and identifies areas for improvement.
- Feedback Mechanisms: This is for staff at all levels with the intention to gauge the impact of management improvements on employee morale and retention.

By adopting this tailored approach to executive training, [REDACTED] will enhance service delivery at the [REDACTED] Airport. If we are chosen for this project, we will commit to meeting all goals of operational proficiency, customer satisfaction, and community engagement. This Senior Management training will be 2-3 days in duration.

Shift Supervisor Training:

All shift supervisors at [REDACTED] who lead frontline staff will undergo a rigorous training that addresses specific challenges faced by frontline teams. We fully acknowledge at our firm that working on your feet with the general public all day is hard work, and we maintain that workers who occupy positions that require this deserve respect, mentorship, coaching, and support from those who are in leadership positions. Our program thus aims to enhance morale, foster respect, and minimize turnover, directly enhancing operational efficiency and customer satisfaction. We believe all of this will be welcome at [REDACTED] Airport.

Module 1: Personal Leadership and Self-Management

- Objective: The aim of personal leadership and self-management training is for individuals in leadership to cultivate self-awareness, reliability, and proactive problem-solving among supervisors.
- Key Topics:
 - Time management and prioritization to meet operational demands.
 - Stress management techniques to maintain composure under pressure.
 - Setting personal performance goals aligned with team and organizational objectives.

Module 2: Effective Team Management

- Objective: The goal of effective team management coaching is to equip supervisors with the skills to build cohesive, high-performing teams.
- Key Topics:
 - Establishing clear expectations and standard operating procedures.
 - Effective communication techniques, including active listening and empathetic engagement.
 - Delegation and empowerment, assigning responsibilities that play to each team member's strengths.
 - Providing constructive feedback and celebrating successes to enhance motivation and performance.

Module 3: Operational Excellence and Work Management

- Objective: The objective of operational excellence and work management instruction is to ensure supervisors can manage work efficiently and align their team's efforts with broader organizational goals.
- Key Topics:
 - Goal setting and performance tracking against key operational metrics.
 - Problem-solving and decision-making processes to address challenges promptly.
 - Continuous improvement strategies to optimize workflows and reduce costs.

Cross-Cutting Themes:

- Respect in the Workplace: The goal of this development opportunity is to embed respect as a foundational value, guiding staff in treating everyone with dignity and nurturing an inclusive, supportive atmosphere.
- Boosting Morale: The aim of these sessions is to cultivate a workplace culture that cherishes each employee's contributions through the implementation of recognition programs and team-building initiatives.
- Reducing Turnover: The objective of the training is to apply techniques for pinpointing and mitigating the key causes of staff turnover, which includes facilitating regular check-ins and pathways for career growth and opportunities.

Implementation Steps:

- Initial Assessment: The purpose of the assessment is to evaluate the present managerial skills and pinpoint improvement areas among shift supervisors.
- Customized Training Sessions: The aim of the sessions is to conduct these modules through interactive means, incorporating role-playing, real-life scenarios, and group discussions.

- Ongoing Support and Coaching: The mission of the support and coaching is to offer mentorship and coaching for supervisors, aiding them in overcoming persistent challenges and enhancing their leadership capabilities.
- Feedback and Adjustment: The objective of the feedback and adjustment is to gather insights from frontline staff and supervisors to perpetually refine the training approach.
- Performance Monitoring: The target of the monitoring is to set up indicators for assessing enhancements in team morale, respect towards staff, and a reduction in turnover rates following the training. This training program positions shift supervisors to effectively lead their teams, ensuring frontline staff feel respected, valued, and motivated. Implementing these strategies will not only improve the work environment but also enhance operational efficiency and customer satisfaction at [REDACTED] Airport, reinforcing [REDACTED] commitment to excellence.

Shift Supervisor training will be 2-3 days in duration.

Shuttle Bus Operator Training:

Objective: Enhance the skills of Shuttle Bus Operators in safety, customer interaction, and efficient operation of shuttle buses.

- Driving Safety and Best Practices: Comprehensive training on safe driving practices, emergency procedures, and vehicle maintenance checks to ensure passenger and vehicle safety.
- Customer Interaction Skills: Building rapport with passengers, addressing their questions or concerns during the journey, and providing a pleasant and safe travel experience.
- Route and Traffic Management: Knowledge on optimizing routes, managing time effectively amidst varying traffic conditions, and staying updated on airport construction or event-related traffic changes.

Shuttle Bus Operator this training will be 2-3 days in duration.

Staff & Shuttle Runner Training:

Objective: The purpose of this training is to equip Staff & Shuttle Runners with the skills to efficiently manage shuttle logistics and provide excellent customer service.

- 
- **Customer Service Excellence:** Techniques for effective communication, managing passenger expectations, and handling inquiries or complaints with professionalism and empathy.
 - **Operational Efficiency:** Time management and prioritization strategies for managing shuttle departures, arrivals, and scheduling to ensure timely and efficient service.
 - **Safety and Compliance:** Emphasis on safety protocols, emergency procedures, and compliance with airport regulations to ensure the well-being of passengers and staff.

Staff & Shuttle Runner this training will be 2-3 days in duration.

Passenger Greeter Training:

Objective: The aim of this instruction is to train Passenger Greeters to offer warm, informative, and efficient greeting services, enhancing passengers' first impressions of the shuttle service.

- **Warm and Welcoming Communication:** Developing skills for a positive, friendly greeting, providing clear information about shuttle services, and assisting passengers with special needs or requests.
- **Conflict Resolution and Problem-Solving:** Strategies to quickly resolve any issues passengers may face upon arrival, such as missed shuttles or lost belongings, maintaining a calm and helpful demeanor.
- **Cultural Sensitivity and Inclusivity:** Training on cultural awareness and inclusivity to ensure that greetings and interactions are respectful and accommodating to all passengers' backgrounds and needs.

Implementation Considerations for Frontline Staff

- **Role-Specific Scenarios:** These include simulations and role-play exercises that mimic real-life situations these employees might face, to build confidence and practical problem-solving skills.
- **Peer Learning and Mentorship:** This encourages experienced employees to share insights and tips with newer team members, fostering a collaborative learning environment.
- **Continuous Feedback and Improvement:** This implements a feedback loop where employees can share their on-the-job experiences and suggestions for training enhancement, ensuring the program remains relevant and effective. Feedback for us is 360-degrees and all staff are able to share their experiences and request changes in a structured way that improves the workplace for all.

The Passenger Greeter training will be 2-3 days in duration.

By tailoring the training programs for its frontline staff to the distinct roles of Staff & Shuttle Runners, Passenger Greeters, and Shuttle Bus Operators, [REDACTED] will ensure that our team is well-equipped to provide exceptional service, maintain high safety standards, and contribute to a overall satisfying experience for passengers at the [REDACTED] Airport.

2.4.4.

Describe in detail you plan to provide training to enhance all employees' job performance and career development, employee retention and incentive programs.

[REDACTED] is committed not only to those we serve as passengers and riders, but also to our employees. Without their diligent and tireless work, we would not be the successful firm that we are. We empower and commit to assisting our employees on their professional journey no matter what stage they are currently at by employing some of the below tactics and strategies, which we have fine-tuned since our founding in 2004.

Continuous Learning and Development:

[REDACTED] demonstrates a commitment to continuous learning by providing training and responsive opportunities for improvement that allow employees to advance their skills in areas such as management, operations, and outstanding customer care. We require all drivers and personnel to train with the safety director and undergo regularly scheduled customer service coaching. Additionally, we engage in pre-performance meetings as required, making certain that our representatives are fully prepared for the movement. Route planning, rest and meal stop coordination, and equipment pre-positioning are conducted in alignment with TO directives, guaranteeing punctuality and service quality.

Performance-Based Incentives:

[REDACTED] believes that treating people right serves as a powerful tool for retention, which includes recognizing and rewarding employees for their exemplary service, safety records, and contributions to operational efficiency. We encourage staff retention and boost morale among our entire team by investing substantially into incentive programs of tiered salary boosts for all frontline and management staff. The emphasis on high standards and the expectation for employees to uphold [REDACTED] values correlates to our usage of experience-based incentives that ensure that drivers who uphold our standards stay employed with us and move up as they extend their track records of safe, reliable, and professional service.

Career Progression Opportunities:

The detailed training and qualification process for drivers indicates a structured approach to role competency. This structure serves as a foundation for career progression opportunities within [REDACTED] where employees are encouraged and supported in their aspirations to take on more complex roles or leadership positions, depending on their long-term goals for themselves and their families.

Employee Engagement and Feedback:

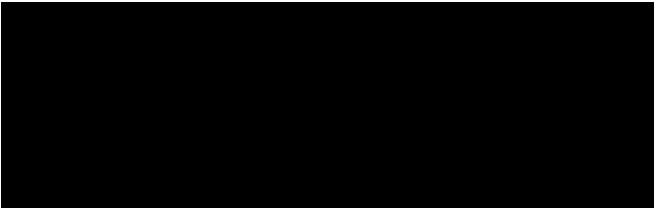
Employee feedback is valued. We stress the importance of maintaining a positive work environment and hold an open-door policy. Formalizing this into regular reviews and engagement surveys will help identify areas for further training, development opportunities, and enhancements to the work environment that contribute to employee satisfaction and retention.

Our Dedication to Safety:

In our commitment to operational excellence, [REDACTED] recognizes that the foundation of efficient operations lies in our rigorous approach to safety and loss prevention. Ensuring the safety of our drivers, the public, and our operations is not just a priority; it is an imperative. We are dedicated to providing the safest possible conditions and utilizing the highest quality equipment for all employees. This dedication extends to our overarching philosophy that safety supersedes expediency and shortcuts, underpinning our commitment to adhering to all federal, state, and local laws and regulations.

An integral part of this safety commitment is our robust procedure for annual reviews and the documentation of any violations. Each year, management will meticulously review every driver's record from their employment date forward, completing an Annual Review and Record of Violations form. This process is overseen by management or their designated representative to ensure compliance with Part 391.49 of the CFR. Should a driver be involved in any accidents or receive any moving traffic violations within the year, these incidents will be recorded on the appropriate form, with management taking suitable action or providing counsel as necessary.

Moreover, drivers are obligated to report any serious accidents or violations to management promptly, with violations being recorded whether they occur in a company vehicle or a personal one. To maintain the highest standards of accountability and safety, a three-year record of these Annual Reviews and Records of Violations is retained within each driver's qualification file. Within this framework, the Safety Department upholds a pivotal principle: the decision to hire a driver is among the most critical choices impacting our company's success and profitability. Making the right hiring decision not only brings invaluable benefits to our organization but also reinforces our commitment to safety and efficiency. Conversely, incorrect hiring choices bear the



risk of unnecessary costs and potential dangers, underscoring the importance of not compromising on the standards of our driving personnel.

To mitigate these risks, we have established comprehensive procedures to guide the driver employment process, supporting thoroughness and diligence. These procedures are designed to safeguard the company against any potential liabilities and uphold our high standards of safety and operational integrity.

Moreover, in alignment with the Commercial Motor Vehicle Safety Enhancement Act, part of the MAP-21 legislation, [REDACTED] adheres to the Federal Motor Carrier Safety Administration's mandate for the use of Electronic Logging Devices (ELD). This requirement, detailed in section 32301(b), ensures the adoption of ELDs in commercial motor vehicles engaged in interstate commerce by drivers mandated to maintain records of duty status (RODS). At [REDACTED] as previously highlighted, we equip our drivers with the Samsara ELD system, chosen for its efficiency and compliance capabilities, ensuring our drivers and fleet meet the highest standards of Hours of Service (HOS) adherence. Comprehensive training, including the provision of a [REDACTED] User Manual, equips our drivers with the knowledge and tools for precise electronic log management.

To remain compliant with the ELD mandate, our motorcoaches are furnished with essential items: the Driver App User Manual, Samsara DOT Instruction Sheet, and blank records of duty status for at least eight days. Secure login credentials are provided to each driver, underscoring the importance of logging in and certifying records at the start of each duty period to avoid discrepancies in log management. Furthermore, our safety training extends beyond ELD compliance. We implement a rigorous annual review process, examining each driver's record to maintain our commitment to safety and compliance, as guided by Part 391.49 CFR. This includes listing any accidents or traffic violations within the year, reinforcing our stance on accident prevention and regulatory adherence.

Pre/post trip inspections are critical components of our safety protocol, making certain that each vehicle is in optimal condition before and after trips. Drivers are tasked with thorough inspections, reporting any defects directly through the ELD system to guarantee immediate attention and action. [REDACTED] strictly enforces a seat belt policy for all drivers, emphasizing legal compliance and the safety of our personnel. This policy is rigorously monitored, with disciplinary actions in place for non-compliance. Similarly, our policy on speed and radar detectors, along with the prohibition of hand-held mobile devices while driving, demonstrates our commitment to safe driving practices.

Our accident policy categorizes incidents to ensure appropriate and swift action, including immediate reporting, investigation, and necessary post-accident drug screening, in line with Federal Regulations. This meticulous approach underscores our dedication to maintaining a safe, compliant, and responsible operating environment, reflecting our overarching commitment to safety, regulatory adherence, and the well-being of our employees and the public.

At [REDACTED] our paramount concern is passenger safety, a commitment reflected in our stringent Drug and Alcohol Policy. This policy strictly prohibits the use, sale, purchase, transfer, possession, or presence in one's system of any controlled substances, apart from medically prescribed drugs, by drivers while on company premises, engaged in company business, operating motor coaches, or under the company's authority. Similarly, the unauthorized use of alcohol or other intoxicating substances in these scenarios is equally forbidden.

The implementation of this policy serves several key objectives, all of which directly contribute to enhancing passenger safety:

- **Deterrence of Substance Abuse:** By strongly discouraging alcohol and drug abuse among our drivers, we ensure the highest level of attentiveness and responsibility towards passenger safety.
- **Preventive Hiring Practices:** Our hiring process is designed to prevent the employment of individuals who use illegal drugs, thereby maintaining a safe and reliable team of drivers.
- **Early Identification and Assistance:** Our policy facilitates the early identification of drivers with substance abuse issues, allowing for timely intervention and assistance, which in turn, ensures that our drivers are always fit for duty.
- **Guarantee of a Safe Working Environment:** A safe working environment for our drivers translates into safer travel for our passengers.
- **Public Safety and Confidence:** Maintaining strict drug and alcohol regulations reinforces public trust in our commitment to safety, ensuring that passengers feel secure while under our care.
- **Compliance with Regulations:** Adhering to state, federal, and local regulations, including those set forth by the Federal Motor Carrier Safety Administration (FMSCA), underscores our dedication to upholding the highest standards of safety and regulatory compliance.

This Drug and Alcohol Policy, an extension of the [REDACTED] Employee Policy Manual, emphasizes not only compliance with enhanced alcohol and substance programs but also our dedication to passenger safety through rigorous testing and education of drivers. This policy is enforced with drug and alcohol testing at set points during each driver's employment

with [REDACTED] including at pre-employment, post-accident, reasonable suspicion, return to duty, and random intervals. Further, violations of this policy are met with stringent disciplinary actions, up to and including termination, emphasizing our zero-tolerance approach to compromising passenger safety. While the Federal Motor Carrier Safety Regulations (FMCSR) set the minimum requirements, our company's standards may exceed these in our continuous effort to enhance passenger safety.

Each and every one of our team members are expected to embody an attitude that reflects this unwavering commitment to safety, with any questions or clarifications to be directed towards Management. These comprehensive measures reaffirm our unwavering commitment to guaranteeing the safety and well-being of our passengers, positioning [REDACTED] as a leader in safe and reliable transportation services. Through this meticulous approach, we affirm our dedication to maintaining the highest standards of safety, reflecting our core values in every aspect of our operations. For more information on how these policies uphold passenger safety or to inquire about our safety standards, our Safety Officer, [REDACTED] is available at [REDACTED]

2.4.5.

Describe proposed management and employee training pertaining to customer service including employee training for handling customers and training to assist patrons who are not familiar with the Airport.

While [REDACTED] has comprehensive policies on providing superior customer service and on wayfinding to enhance the passenger experience and eliminate confusion for those not familiar with the Airport, a policy is only as good as the team members tasked with implementing it. Therefore, our policies will be coupled with rigorous training for all frontline staff as well as all supervisory staff to ensure that we are ‘walking the walk’ and being as helpful as we possibly can to those who ride our shuttles and visit our great city.

Management and Employee Training on Customer Service

Objective:

The goal is to ensure all team members, from management to frontline employees, are equipped with the necessary skills to deliver outstanding customer service with a special focus on assisting passengers unfamiliar with the airport environment. This training will last 1-2 days and will be undergone by all [REDACTED] team members.

Training Components:

Orientation and Continuous Training:

- New employees undergo a comprehensive orientation program that includes an introduction to [REDACTED] culture, mission, and the importance of customer service.
- Continuous training programs emphasize safety, unparalleled customer service, and the use of technology to improve service delivery.
- Specialized sessions are planned to teach drivers how to assist patrons unfamiliar with airport facilities. These will be aimed at enhancing passenger navigation and overall experience.

Customer Service Excellence:

- Our customer service instruction focuses on understanding and exceeding customer expectations through effective communication, empathy, and problem-solving skills.
- Employees will learn to address and swiftly resolve complaints related to airport shuttle operations, turning potentially negative experiences into positive outcomes.

Assisting Patrons Unfamiliar with the Airport:

- These specific training modules will be designed to educate employees on the layout of the airport, key facilities, and services available to travelers.
- Additionally, they will feature techniques for effective communication with travelers, including clear, concise directions and personalized assistance for those needing additional support.

Role-Playing and Scenario-Based Learning:

- These practical exercises include role-playing, simulating real-world interactions with customers, particularly those unfamiliar with airport processes.
- These exercises prepare employees for a variety of situations, ensuring they can confidently guide and assist passengers.

Feedback and Improvement:

- Regular feedback sessions follow training activities to help identify areas for improvement and reinforce best practices in customer service.
- Success stories and enthusiastic customer feedback responses are shared to highlight the impact of excellent service and motivate staff.

Specialized Training for Diverse Needs:

- Training includes sensitivity to the needs of diverse traveler groups, verifying that all passengers receive respectful and inclusive service.
- This offers a review of ADA compliance and ensures that understanding specific requirements for passengers with disabilities form a crucial part of the training.

Impact on Customer Satisfaction and Employee Retention

This comprehensive approach to customer service training not only enhances the traveler experience but also contributes to employee satisfaction and retention. By investing in their development and recognizing their role in [REDACTED] success, employees are more engaged, motivated, and committed to providing high-quality service. This culture of continuous learning and improvement fosters a positive work environment and strengthens [REDACTED] reputation as a customer-centric organization.

2.4.6.

Provide a description of the Proponent's approach to ensure consistent service for all [REDACTED] Shuttle bus passengers. Include capabilities for adjusting the service model to respond to significant spikes and declines in passenger activity.

Ensuring Consistent Service:

- Shuttle Service Operations:
 - The operator is committed to operating ADA-accessible Shuttles for the Ground Transportation's [REDACTED] Shuttle Service, providing connectivity between the Domestic and International Terminals and the Rental Car Center. The service emphasizes the need for monitoring and adjusting the number of Shuttles based on real-time usage assessment to meet the dynamic demands of the airport environment.
- Variable Headways:
 - To manage varying passenger volumes effectively, variable headways will be utilized, based on estimated daily and hourly demand. This flexibility allows the operator to maintain efficient service levels, guaranteeing that no patron waits more than 15 minutes for a Shuttle at designated pick-up locations.
- Staffing and Management: Trained and professional personnel, including qualified and trained assistant managers/supervisors and drivers, will be employed to assure a high standard of service. This includes the provision of additional coverage beyond normal schedules to maintain stated service levels at all times, even during periods of abnormal activity patterns.

Adjusting to Spikes and Declines in Passenger Activity:

- Monitoring and Response:
 - The operator will closely monitor patron volume, traffic conditions, and flight conditions to provide additional coverage as necessary. This proactive approach

ensures the flexibility to scale service up or down in response to real-time needs, ensuring consistent service quality.

- Communication and Coordination:
 - The use of a GPS or Automatic Vehicle Location (AVL) system for real-time tracking of Shuttle operations will enhance the ability to respond to spikes and declines in passenger activity. This system will provide data on shuttle locations, arrival wait times, and current traffic conditions, facilitating effective scheduling and resource allocation.
- Operational Flexibility:
 - The operator may recommend changes in the number of Shuttles, routes, and schedules to the Aviation General Manager to better align services with passenger demand. This includes the ability to adjust operations based on roadway conditions or other factors impacting the established routes.
- Staffing Adjustments:
 - Staffing levels will be managed in accordance with the approved schedules, with the Aviation General Manager's prior written approval required for any changes. The operator is committed to making best efforts to attract, hire, and retain high-quality personnel. The goal of this is to minimize turnover and offer a consistent service experience for all passengers.

This structured-yet-flexible approach underscores the proponent's commitment to maintaining high service standards while being adept at responding to the dynamic needs of the Shuttle service. Through careful monitoring, adaptable operational strategies, and a focus on professional staffing, the proponent aims to ensure that all passengers receive reliable, efficient, and consistent shuttle services, regardless of fluctuations in airport activity.



Coast To Coast Tours, LLC

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2.5

Operating Budget

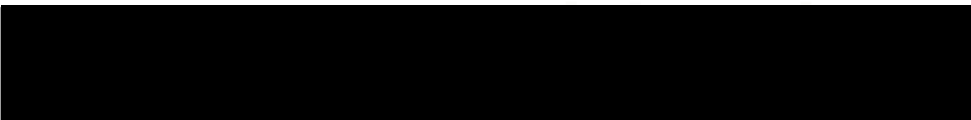
Each Proponent shall submit a proposed annualized Operating Budget and monthly projection for each Contract Year during the Term including the renewal option. The proposed Operating Budget must support the Scope of Services contained in Exhibit A of this RFP and fully encompass all activities in the Proponent's proposal. RFP-IF-DOA/2402-1240223, Shuttle Services 6

2.5.1

The proposed Operating Budgets shall be presented in the format shown in Exhibit A.2.

Yearly Operating Budget for Year 1, Year 2, and Year 3 in Format Given in Exhibit A.2

Expense Category	RFP Code	RFP - Year 1	RFP - Year 2	RFP - Year 3	Grand Total
Project Manager	1	\$132,254.48	\$136,222.11	\$140,308.78	\$408,785.37
Human Capital Manager	1	\$125,160.00	\$128,914.80	\$132,782.24	\$386,857.04
First Shift: Terminal Shift Supervisor (1/2)	1	\$61,600.00	\$63,448.00	\$65,351.44	\$190,399.44
First Shift: Terminal Shift Supervisor (1/2)	1	\$61,600.00	\$63,448.00	\$65,351.44	\$190,399.44
Second Shift: Terminal Shift Supervisor (1/2)	1	\$61,600.00	\$63,448.00	\$65,351.44	\$190,399.44
Second Shift: Terminal Shift Supervisor (2/2)	1	\$61,600.00	\$63,448.00	\$65,351.44	\$190,399.44
Third Shift: Terminal Shift Supervisor (1/2)	1	\$61,600.00	\$63,448.00	\$65,351.44	\$190,399.44
Third Shift: Terminal Shift Supervisor (2/2)	1	\$61,600.00	\$63,448.00	\$65,351.44	\$190,399.44
Rotating Shift: Terminal Shift Supervisor	1	\$61,600.00	\$63,448.00	\$65,351.44	\$190,399.44
Management Staff Sub-Total:		\$688,614.48	\$709,272.91	\$730,551.10	\$2,128,438.50
First Shift: Shuttle Bus Operator (1/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
First Shift: Shuttle Bus Operator (2/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
First Shift: Shuttle Bus Operator (3/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
First Shift: Shuttle Bus Operator (4/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
First Shift: Shuttle Bus Operator (5/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
First Shift: Shuttle Bus Operator (6/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
First Shift: Shuttle Bus Operator (7/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
First Shift: Shuttle Bus Operator (8/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Second Shift: Shuttle Bus Operator (1/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Second Shift: Shuttle Bus Operator (2/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Second Shift: Shuttle Bus Operator (3/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Second Shift: Shuttle Bus Operator (4/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Second Shift: Shuttle Bus Operator (5/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Second Shift: Shuttle Bus Operator (6/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Second Shift: Shuttle Bus Operator (7/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Second Shift: Shuttle Bus Operator (8/8)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Third Shift: Shuttle Bus Operator (1/5)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Third Shift: Shuttle Bus Operator (2/5)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36



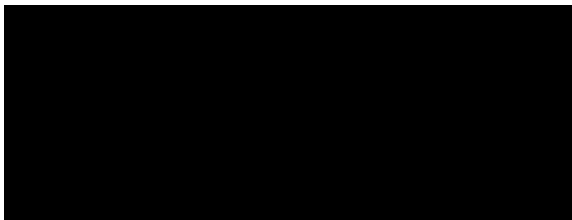
Third Shift: Shuttle Bus Operator (3/5)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Third Shift: Shuttle Bus Operator (4/5)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Third Shift: Shuttle Bus Operator (5/5)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
First Shift: Staff & Shuttle Runner (1/2)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
First Shift: Staff & Shuttle Runner (2/2)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Second Shift: Staff & Shuttle Runner (1/2)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Second Shift: Staff & Shuttle Runner (2/2)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Third Shift: Staff & Shuttle Runner (1/2)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
Third Shift: Staff & Shuttle Runner (2/2)	1	\$50,400.00	\$51,912.00	\$53,469.36	\$155,781.36
First Shift: Shuttle Passenger Greeter International Terminal (1/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
First Shift: Shuttle Passenger Greeter International Terminal (2/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
First Shift: Shuttle Passenger Greeter International Terminal (3/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
First Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
First Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
First Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Second Shift: Shuttle Passenger Greeter International Terminal (1/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Second Shift: Shuttle Passenger Greeter International Terminal (2/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Second Shift: Shuttle Passenger Greeter International Terminal (3/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28

Second Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Second Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Second Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Third Shift: Passenger Greeter International Terminal (1/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Third Shift: Passenger Greeter International Terminal (2/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Third Shift: Passenger Greeter International Terminal (3/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Third Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Third Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Third Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Rotating Shift: Shuttle Passenger Greeter (1/2)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Rotating Shift: Shuttle Passenger Greeter (2/2)	1	\$39,200.00	\$40,376.00	\$41,587.28	\$121,163.28
Non-Management Staff Sub-Total:		\$2,144,800.00	\$2,209,144.00	\$2,275,418.32	\$6,629,362.32
TOTAL PAYROLL EXPENSES:		\$2,833,414.48	\$2,918,416.91	\$3,005,969.42	\$8,757,800.82
Social Security Medicare (FICA): 7.65%	2	\$216,756.21	\$223,258.89	\$229,956.66	\$669,971.76
Federal Unemployment (FUTA): 6%	2	\$170,004.87	\$175,105.01	\$180,358.17	\$525,468.05
State Unemployment (SUTA): 2.7%	2	\$76,502.19	\$78,797.26	\$81,161.17	\$236,460.62
Workmans Compensation	2	\$314,815.02	\$324,259.47	\$333,987.26	\$973,061.75
Taxes Sub-Total:		\$778,078.29	\$801,420.64	\$825,463.26	\$2,404,962.18
Medical Coverage w/Dental Plan	2	\$650,865.60	\$670,391.57	\$690,503.32	\$2,011,760.48

401K/Profit Sharing Plan	2	\$4,517.41	\$4,652.93	\$4,792.52	\$13,962.86
Employee Incentives (Certifications, Professional Trainings, Year-End Bonuses, \$130 annual shoe reimbursement for Greeters, quarterly \$100.00 safe driving bonus for drivers)	2	\$42,005.60	\$43,265.77	\$44,563.74	\$129,835.11
Benefits Sub-Total:		\$697,388.61	\$718,310.27	\$739,859.57	\$2,155,558.45
General Liability	2	\$985.60	\$1,015.17	\$1,045.62	\$3,046.39
Commercial Auto Liability	2	\$179,667.04	\$185,057.05	\$190,608.76	\$555,332.85
Excess Umbrella	2	\$3,592.96	\$3,700.75	\$3,811.77	\$11,105.48
Service and Performance Bond	2	\$246,400.00	\$253,792.00	\$261,405.76	\$761,597.76
Insurance Sub-Total:		\$430,645.60	\$443,564.97	\$456,871.92	\$1,331,082.49
TOTAL TAXES, BENEFITS, & INSURANCE EXPENSES:		\$1,906,112.50	\$1,963,295.87	\$2,022,194.75	\$5,891,603.11
Supplies (printer paper, writing tablets, pens, printer ink, etc.)	3	\$6,160.00	\$6,344.80	\$6,535.14	\$19,039.94
Batteries for Onboard Mounted Purell Hand Sanitizer (4-C cell batteries each)	3	\$900.98	\$928.01	\$955.85	\$2,784.85
Purell Hand Sanitizer (ES6)	3	\$7,884.80	\$8,121.34	\$8,364.98	\$24,371.13
Supplies Sub-Total:		\$14,945.78	\$15,394.16	\$15,855.98	\$46,195.92
Equipment Maintenance/Leasing	3	\$5,600.00	\$5,768.00	\$5,941.04	\$17,309.04
Equipment Maintenance/Leasing Sub-Total:		\$5,600.00	\$5,768.00	\$5,941.04	\$17,309.04
Uniforms (see sub-contractor)	3	\$0.00	\$0.00	\$0.00	\$0.00
Uniforms Sub-Total:		\$0.00	\$0.00	\$0.00	\$0.00
TOTAL SUPPLIES, EQUIPMENT MAINTENANCE, & UNIFORMS EXPENSES:		\$20,545.78	\$21,162.16	\$21,797.02	\$63,504.96

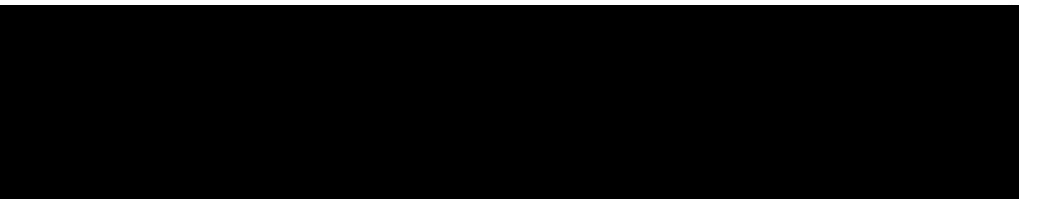
Installation and Repairs for Cell Phones Radios	4	\$30,184.00	\$31,089.52	\$32,022.21	\$93,295.73
Android Smart Cellphones	4	\$672.00	\$692.16	\$712.92	\$2,077.08
TOTAL TELEPHONE & MOBILE COMMUNICATION EXPENSES:		\$30,856.00	\$31,781.68	\$32,735.13	\$95,372.81
Shuttle Bus Preventative Maintenance	5	\$351,187.41	\$361,723.03	\$372,574.72	\$1,085,485.17
Shuttle Bus Repair	5	\$706,187.42	\$727,373.04	\$749,194.23	\$2,182,754.70
Shuttle Bus Towing	5	\$20,640.00	\$21,259.20	\$21,896.98	\$63,796.18
Fuel	5	\$550,089.80	\$566,592.49	\$583,590.27	\$1,700,272.56
Shuttle Bus Sanitation and Cleaning	5	\$78,638.56	\$80,997.72	\$83,427.65	\$243,063.93
TOTAL SHUTTLE MAINTENANCE AND RELATED EXPENSES:		\$1,706,743.19	\$1,757,945.49	\$1,810,683.85	\$5,275,372.53
Postage	6	\$5,133.30	\$5,287.29	\$5,445.91	\$15,866.50
Printing	6	\$12,833.24	\$13,218.24	\$13,614.78	\$39,666.26
J.J. Keller Advantage Membership	6	\$166.88	\$171.89	\$177.04	\$515.81
TypeForm	6	\$833.28	\$858.28	\$884.03	\$2,575.59
SamSara	6	\$34,272.00	\$35,300.16	\$36,359.16	\$105,931.32
Zoom Small Business	6	\$895.55	\$922.42	\$950.09	\$2,768.06
Quickbooks Advanced	6	\$1,209.60	\$1,245.89	\$1,283.26	\$3,738.75
DocuSign Business Pro	6	\$2,150.40	\$2,214.91	\$2,281.36	\$6,646.67
Home Base Time Recording & Payroll Software	6	\$1,344.00	\$1,384.32	\$1,425.85	\$4,154.17
Synthesia Virtual Employee Training Software	6	\$2,016.00	\$2,076.48	\$2,138.77	\$6,231.25
Microsoft Office Business Premium Software	6	\$1,182.72	\$1,218.20	\$1,254.75	\$3,655.67
Adobe Acrobat Pro DC Software	6	\$805.86	\$830.04	\$854.94	\$2,490.84
Poster My Wall Software	6	\$402.53	\$414.60	\$427.04	\$1,244.17
DOT/FAA Certifications/Training	6	\$3,584.00	\$3,691.52	\$3,802.27	\$11,077.79

(fitness/wellness testing, etc.)					
Employee HR Company Training (See Contractors)	6	\$0.00	\$0.00	\$0.00	\$0.00
Office Space	6	\$40,000.00	\$41,200.00	\$42,436.00	\$123,636.00
Operations Sub-Total:		\$106,829.36	\$110,034.24	\$113,335.27	\$330,198.86
Employee Recruitment, Hiring, Medical & Background	6	\$7,840.00	\$8,075.20	\$8,317.46	\$24,232.66
Employee Training Manuals (Printing & Binding)	6	\$1,500.00	\$1,545.00	\$1,591.35	\$4,636.35
Random Drug/Alcohol Testing	6	\$7,168.00	\$7,383.04	\$7,604.53	\$22,155.57
Human Resources Services Sub-Total:		\$16,508.00	\$17,003.24	\$17,513.34	\$51,024.58
TOTAL OPERATION/HUMAN RESOURCES SERVICES & EQUIPMENT LEASING EXPENSES:		\$123,337.36	\$127,037.48	\$130,848.60	\$381,223.44
Miscellaneous Expenses/Projects Emergency Services/Labor/Parts/Temporary Staffing	7	\$50,000.00	\$51,500.00	\$53,045.00	\$154,545.00
TOTAL CONTINGENCY EXPENSES:		\$50,000.00	\$51,500.00	\$53,045.00	\$154,545.00
Accounting & Audit Services	8	\$36,370.69	\$37,461.81	\$38,585.67	\$112,418.17
Secret Shopper Services	8	\$44,500.00	\$45,835.00	\$47,210.05	\$137,545.05
Uniforms	8	\$10,000.00	\$10,300.00	\$10,609.00	\$30,909.00
Training Site Rental Space	8	\$8,000.00	\$8,240.00	\$8,487.20	\$24,727.20
HR Staffing Firm	8	\$25,000.00	\$25,750.00	\$26,522.50	\$77,272.50
Employee HR Company Training	8	\$37,500.00	\$38,625.00	\$39,783.75	\$115,908.75
Employee Handbook (Printing & Binding)	8	\$21,000.00	\$21,630.00	\$22,278.90	\$64,908.90
TOTAL SUB-CONTRACTED SERVICE EXPENSES:		\$182,370.69	\$187,841.81	\$193,477.07	\$563,689.57



Monthly Operating Budget for Year 1 in Format Given in Exhibit A.2

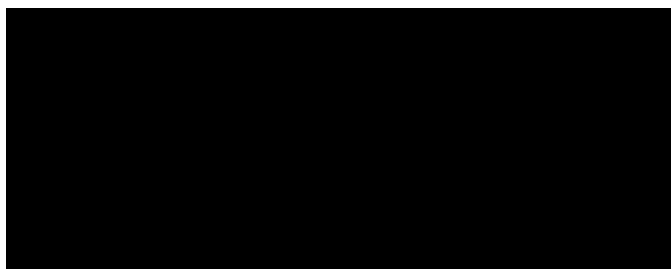
Expense Category	Expense Type	RFP Code	RFP - Year 1	January	February	March	April	May	June	July	August	September	October	November	December
Project Manager	Fixed	1	\$132,254.48	\$11,021.21	\$11,021.21	\$11,021.21	\$11,021.21	\$11,021.21	\$11,021.21	\$11,021.21	\$11,021.21	\$11,021.21	\$11,021.21	\$11,021.21	\$11,021.21
Human Capital Manager	Fixed	1	\$125,160.00	\$10,430.00	\$10,430.00	\$10,430.00	\$10,430.00	\$10,430.00	\$10,430.00	\$10,430.00	\$10,430.00	\$10,430.00	\$10,430.00	\$10,430.00	\$10,430.00
First Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$61,600.00	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33
First Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$61,600.00	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33
Second Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$61,600.00	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33
Second Shift: Terminal Shift Supervisor (2/2)	Fixed	1	\$61,600.00	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33
Third Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$61,600.00	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33
Third Shift: Terminal Shift Supervisor (2/2)	Fixed	1	\$61,600.00	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33
Rotating Shift: Terminal Shift Supervisor	Fixed	1	\$61,600.00	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33	\$5,133.33
Management Staff Sub-Total:	Fixed		\$688,614.48	\$57,384.54	\$57,384.54	\$57,384.54	\$57,384.54	\$57,384.54	\$57,384.54	\$57,384.54	\$57,384.54	\$57,384.54	\$57,384.54	\$57,384.54	\$57,384.54
First Shift: Shuttle Bus Operator (1/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
First Shift: Shuttle Bus Operator (2/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
First Shift: Shuttle Bus Operator (3/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
First Shift: Shuttle Bus Operator (4/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
First Shift: Shuttle Bus Operator (5/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
First Shift: Shuttle Bus Operator (6/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
First Shift: Shuttle Bus Operator (7/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
First Shift: Shuttle Bus Operator (8/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Second Shift: Shuttle Bus Operator (1/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Second Shift: Shuttle Bus Operator (2/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Second Shift: Shuttle Bus Operator (3/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Second Shift: Shuttle Bus Operator (4/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Second Shift: Shuttle Bus Operator (5/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33



Second Shift: Shuttle Bus Operator (6/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Second Shift: Shuttle Bus Operator (7/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Second Shift: Shuttle Bus Operator (8/8)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Third Shift: Shuttle Bus Operator (1/5)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Third Shift: Shuttle Bus Operator (2/5)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Third Shift: Shuttle Bus Operator (3/5)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Third Shift: Shuttle Bus Operator (4/5)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Third Shift: Shuttle Bus Operator (5/5)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
First Shift: Staff & Shuttle Runner (1/2)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
First Shift: Staff & Shuttle Runner (2/2)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Second Shift: Staff & Shuttle Runner (1/2)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Second Shift: Staff & Shuttle Runner (2/2)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Third Shift: Staff & Shuttle Runner (1/2)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
Third Shift: Staff & Shuttle Runner (2/2)	Variable	1	\$50,400.00	\$3,585.15	\$3,397.28	\$4,130.87	\$4,114.92	\$4,488.86	\$4,546.08	\$4,685.76	\$4,329.22	\$4,281.19	\$4,469.25	\$4,182.10	\$4,189.33
First Shift: Shuttle Passenger Greeter International Terminal (1/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
First Shift: Shuttle Passenger Greeter International Terminal (2/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
First Shift: Shuttle Passenger Greeter International Terminal (3/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
First Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
First Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37

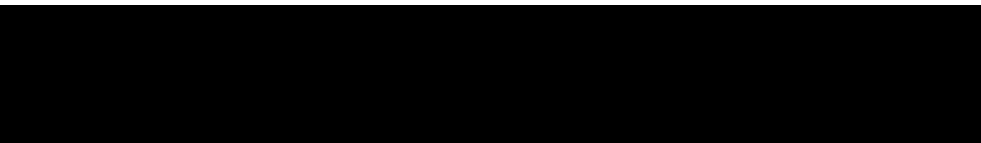
First Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Second Shift: Shuttle Passenger Greeter International Terminal (1/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Second Shift: Shuttle Passenger Greeter International Terminal (2/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Second Shift: Shuttle Passenger Greeter International Terminal (3/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Second Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Second Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Second Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Third Shift: Passenger Greeter International Terminal (1/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Third Shift: Passenger Greeter International Terminal (2/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Third Shift: Passenger Greeter International Terminal (3/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Third Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Third Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Third Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37
Rotating Shift: Shuttle Passenger Greeter (1/2)	Variable	1	\$39,200.00	\$2,788.45	\$2,642.33	\$3,212.90	\$3,200.49	\$3,491.34	\$3,535.84	\$3,644.48	\$3,367.17	\$3,329.81	\$3,476.08	\$3,252.74	\$3,258.37

Type/Form	Fixed	6	\$833.28	\$69.44	\$69.44	\$69.44	\$69.44	\$69.44	\$69.44	\$69.44	\$69.44	\$69.44	\$69.44	\$69.44	\$69.44
SamSara	Fixed	6	\$34,272.00	\$2,856.00	\$2,856.00	\$2,856.00	\$2,856.00	\$2,856.00	\$2,856.00	\$2,856.00	\$2,856.00	\$2,856.00	\$2,856.00	\$2,856.00	\$2,856.00
Zoom Small Business	Fixed	6	\$895.55	\$74.63	\$74.63	\$74.63	\$74.63	\$74.63	\$74.63	\$74.63	\$74.63	\$74.63	\$74.63	\$74.63	\$74.63
Quickbooks Advanced	Fixed	6	\$1,209.60	\$100.80	\$100.80	\$100.80	\$100.80	\$100.80	\$100.80	\$100.80	\$100.80	\$100.80	\$100.80	\$100.80	\$100.80
DocuSign Business Pro	Fixed	6	\$2,150.40	\$179.20	\$179.20	\$179.20	\$179.20	\$179.20	\$179.20	\$179.20	\$179.20	\$179.20	\$179.20	\$179.20	\$179.20
Home Base Time Recording & Payroll Software	Fixed	6	\$1,344.00	\$112.00	\$112.00	\$112.00	\$112.00	\$112.00	\$112.00	\$112.00	\$112.00	\$112.00	\$112.00	\$112.00	\$112.00
Synthesia Virtual Employee Training Software	Fixed	6	\$2,016.00	\$168.00	\$168.00	\$168.00	\$168.00	\$168.00	\$168.00	\$168.00	\$168.00	\$168.00	\$168.00	\$168.00	\$168.00
Microsoft Office Business Premium Software	Fixed	6	\$1,182.72	\$98.56	\$98.56	\$98.56	\$98.56	\$98.56	\$98.56	\$98.56	\$98.56	\$98.56	\$98.56	\$98.56	\$98.56
Adobe Acrobat Pro DC Software	Fixed	6	\$805.86	\$67.16	\$67.16	\$67.16	\$67.16	\$67.16	\$67.16	\$67.16	\$67.16	\$67.16	\$67.16	\$67.16	\$67.16
Poster My Wall Software	Fixed	6	\$402.53	\$33.54	\$33.54	\$33.54	\$33.54	\$33.54	\$33.54	\$33.54	\$33.54	\$33.54	\$33.54	\$33.54	\$33.54
DOT/FAA Certifications/Training (fitness/wellness testing, etc.)	Fixed	6	\$3,584.00	\$298.67	\$298.67	\$298.67	\$298.67	\$298.67	\$298.67	\$298.67	\$298.67	\$298.67	\$298.67	\$298.67	\$298.67
Employee HR Company Training (See Contractors)	Fixed	6	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Office Space	Fixed	6	\$40,000.00	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33	\$3,333.33
Operations Sub-Total:	Fixed		\$106,829.36	\$8,902.45	\$8,902.45	\$8,902.45	\$8,902.45	\$8,902.45	\$8,902.45	\$8,902.45	\$8,902.45	\$8,902.45	\$8,902.45	\$8,902.45	\$8,902.45
Employee Recruitment, Hiring, Medical & Background	Fixed	6	\$7,840.00	\$653.33	\$653.33	\$653.33	\$653.33	\$653.33	\$653.33	\$653.33	\$653.33	\$653.33	\$653.33	\$653.33	\$653.33
Employee Training Manuals (Printing & Binding)	Fixed	6	\$1,500.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00
Random Drug/Alcohol Testing	Fixed	6	\$7,168.00	\$597.33	\$597.33	\$597.33	\$597.33	\$597.33	\$597.33	\$597.33	\$597.33	\$597.33	\$597.33	\$597.33	\$597.33
Human Resources Services Sub-Total:	Fixed		\$16,508.00	\$1,375.67	\$1,375.67	\$1,375.67	\$1,375.67	\$1,375.67	\$1,375.67	\$1,375.67	\$1,375.67	\$1,375.67	\$1,375.67	\$1,375.67	\$1,375.67
TOTAL OPERATION/HUMAN RESOURCES SERVICES & EQUIPMENT LEASING EXPENSES:	Variable (Weighted)		\$123,337.36	\$9,270.00	\$8,961.96	\$10,164.76	\$10,138.61	\$10,751.73	\$10,845.55	\$11,074.56	\$10,489.99	\$10,411.23	\$10,719.57	\$10,248.76	\$10,260.62
Miscellaneous Expenses/Projects Emergency Services/Labor/Parts/Temporary Staffing	Variable	7	\$50,000.00	\$3,556.70	\$3,370.31	\$4,098.08	\$4,082.26	\$4,453.24	\$4,510.00	\$4,648.57	\$4,294.86	\$4,247.21	\$4,433.78	\$4,148.90	\$4,156.08



Monthly Operating Budget for Year 2 in Format Given in Exhibit A.2

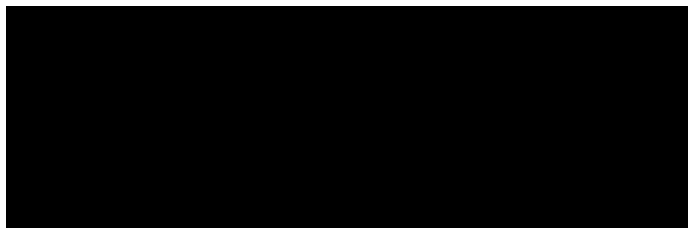
Expense Category	Expense Type	RFP Code	RFP - Year 2	January	February	March	April	May	June	July	August	September	October	November	December
Project Manager	Fixed	1	\$136,222.11	\$11,351.84	\$11,351.84	\$11,351.84	\$11,351.84	\$11,351.84	\$11,351.84	\$11,351.84	\$11,351.84	\$11,351.84	\$11,351.84	\$11,351.84	\$11,351.84
Human Capital Manager	Fixed	1	\$128,914.80	\$10,742.90	\$10,742.90	\$10,742.90	\$10,742.90	\$10,742.90	\$10,742.90	\$10,742.90	\$10,742.90	\$10,742.90	\$10,742.90	\$10,742.90	\$10,742.90
First Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$63,448.00	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33
First Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$63,448.00	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33
Second Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$63,448.00	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33
Second Shift: Terminal Shift Supervisor (2/2)	Fixed	1	\$63,448.00	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33
Third Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$63,448.00	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33
Third Shift: Terminal Shift Supervisor (2/2)	Fixed	1	\$63,448.00	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33
Rotating Shift: Terminal Shift Supervisor	Fixed	1	\$63,448.00	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33	\$5,287.33
Management Staff Sub-Total:	Fixed		\$709,272.91	\$59,106.08	\$59,106.08	\$59,106.08	\$59,106.08	\$59,106.08	\$59,106.08	\$59,106.08	\$59,106.08	\$59,106.08	\$59,106.08	\$59,106.08	\$59,106.08
First Shift: Shuttle Bus Operator (1/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
First Shift: Shuttle Bus Operator (2/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
First Shift: Shuttle Bus Operator (3/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
First Shift: Shuttle Bus Operator (4/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
First Shift: Shuttle Bus Operator (5/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
First Shift: Shuttle Bus Operator (6/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
First Shift: Shuttle Bus Operator (7/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
First Shift: Shuttle Bus Operator (8/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Second Shift: Shuttle Bus Operator (1/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Second Shift: Shuttle Bus Operator (2/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Second Shift: Shuttle Bus Operator (3/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Second Shift: Shuttle Bus Operator (4/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Second Shift: Shuttle Bus Operator (5/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01



Second Shift: Shuttle Bus Operator (6/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Second Shift: Shuttle Bus Operator (7/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Second Shift: Shuttle Bus Operator (8/8)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Third Shift: Shuttle Bus Operator (1/5)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Third Shift: Shuttle Bus Operator (2/5)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Third Shift: Shuttle Bus Operator (3/5)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Third Shift: Shuttle Bus Operator (4/5)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Third Shift: Shuttle Bus Operator (5/5)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
First Shift: Staff & Shuttle Runner (1/2)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
First Shift: Staff & Shuttle Runner (2/2)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Second Shift: Staff & Shuttle Runner (1/2)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Second Shift: Staff & Shuttle Runner (2/2)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Third Shift: Staff & Shuttle Runner (1/2)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
Third Shift: Staff & Shuttle Runner (2/2)	Variable	1	\$51,912.00	\$3,692.71	\$3,499.19	\$4,254.79	\$4,238.37	\$4,623.53	\$4,682.46	\$4,826.33	\$4,459.10	\$4,409.62	\$4,603.33	\$4,307.56	\$4,315.01
First Shift: Shuttle Passenger Greeter International Terminal (1/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
First Shift: Shuttle Passenger Greeter International Terminal (2/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
First Shift: Shuttle Passenger Greeter International Terminal (3/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
First Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
First Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12

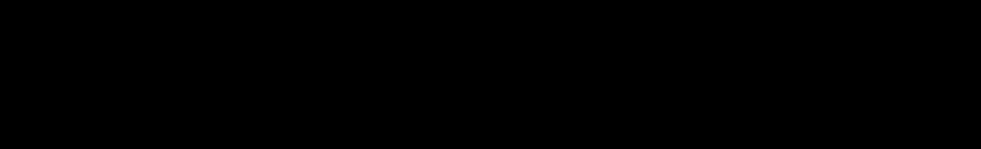
First Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Second Shift: Shuttle Passenger Greeter International Terminal (1/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Second Shift: Shuttle Passenger Greeter International Terminal (2/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Second Shift: Shuttle Passenger Greeter International Terminal (3/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Second Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Second Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Second Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Third Shift: Passenger Greeter International Terminal (1/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Third Shift: Passenger Greeter International Terminal (2/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Third Shift: Passenger Greeter International Terminal (3/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Third Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Third Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Third Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12
Rotating Shift: Shuttle Passenger Greeter (1/2)	Variable	1	\$40,376.00	\$2,872.10	\$2,721.60	\$3,309.28	\$3,296.51	\$3,596.08	\$3,641.92	\$3,753.81	\$3,468.19	\$3,429.71	\$3,580.36	\$3,350.32	\$3,356.12

Type/Form	Fixed	6	\$858.28	\$71.52	\$71.52	\$71.52	\$71.52	\$71.52	\$71.52	\$71.52	\$71.52	\$71.52	\$71.52	\$71.52	\$71.52
SamSara	Fixed	6	\$35,300.16	\$2,941.68	\$2,941.68	\$2,941.68	\$2,941.68	\$2,941.68	\$2,941.68	\$2,941.68	\$2,941.68	\$2,941.68	\$2,941.68	\$2,941.68	\$2,941.68
Zoom Small Business	Fixed	6	\$922.42	\$76.87	\$76.87	\$76.87	\$76.87	\$76.87	\$76.87	\$76.87	\$76.87	\$76.87	\$76.87	\$76.87	\$76.87
Quickbooks Advanced	Fixed	6	\$1,245.89	\$103.82	\$103.82	\$103.82	\$103.82	\$103.82	\$103.82	\$103.82	\$103.82	\$103.82	\$103.82	\$103.82	\$103.82
DocuSign Business Pro	Fixed	6	\$2,214.91	\$184.58	\$184.58	\$184.58	\$184.58	\$184.58	\$184.58	\$184.58	\$184.58	\$184.58	\$184.58	\$184.58	\$184.58
Home Base Time Recording & Payroll Software	Fixed	6	\$1,384.32	\$115.36	\$115.36	\$115.36	\$115.36	\$115.36	\$115.36	\$115.36	\$115.36	\$115.36	\$115.36	\$115.36	\$115.36
Synthesia Virtual Employee Training Software	Fixed	6	\$2,076.48	\$173.04	\$173.04	\$173.04	\$173.04	\$173.04	\$173.04	\$173.04	\$173.04	\$173.04	\$173.04	\$173.04	\$173.04
Microsoft Office Business Premium Software	Fixed	6	\$1,218.20	\$101.52	\$101.52	\$101.52	\$101.52	\$101.52	\$101.52	\$101.52	\$101.52	\$101.52	\$101.52	\$101.52	\$101.52
Adobe Acrobat Pro DC Software	Fixed	6	\$830.04	\$69.17	\$69.17	\$69.17	\$69.17	\$69.17	\$69.17	\$69.17	\$69.17	\$69.17	\$69.17	\$69.17	\$69.17
Poster My Wall Software	Fixed	6	\$414.60	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55	\$34.55
DOT/FAA Certifications/Training (fitness/wellness testing, etc.)	Fixed	6	\$3,691.52	\$307.63	\$307.63	\$307.63	\$307.63	\$307.63	\$307.63	\$307.63	\$307.63	\$307.63	\$307.63	\$307.63	\$307.63
Employee HR Company Training (See Contractors)	Fixed	6	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Office Space	Fixed	6	\$41,200.00	\$3,433.33	\$3,433.33	\$3,433.33	\$3,433.33	\$3,433.33	\$3,433.33	\$3,433.33	\$3,433.33	\$3,433.33	\$3,433.33	\$3,433.33	\$3,433.33
Operations Sub-Total:	Fixed		\$110,034.24	\$9,169.52	\$9,169.52	\$9,169.52	\$9,169.52	\$9,169.52	\$9,169.52	\$9,169.52	\$9,169.52	\$9,169.52	\$9,169.52	\$9,169.52	\$9,169.52
Employee Recruitment, Hiring, Medical & Background	Fixed	6	\$8,075.20	\$672.93	\$672.93	\$672.93	\$672.93	\$672.93	\$672.93	\$672.93	\$672.93	\$672.93	\$672.93	\$672.93	\$672.93
Employee Training Manuals (Printing & Binding)	Fixed	6	\$1,545.00	\$128.75	\$128.75	\$128.75	\$128.75	\$128.75	\$128.75	\$128.75	\$128.75	\$128.75	\$128.75	\$128.75	\$128.75
Random Drug/Alcohol Testing	Fixed	6	\$7,383.04	\$615.25	\$615.25	\$615.25	\$615.25	\$615.25	\$615.25	\$615.25	\$615.25	\$615.25	\$615.25	\$615.25	\$615.25
Human Resources Services Sub-Total:	Fixed		\$17,003.24	\$1,416.94	\$1,416.94	\$1,416.94	\$1,416.94	\$1,416.94	\$1,416.94	\$1,416.94	\$1,416.94	\$1,416.94	\$1,416.94	\$1,416.94	\$1,416.94
TOTAL OPERATION/HUMAN RESOURCES SERVICES & EQUIPMENT LEASING EXPENSES:	Variable (Weighted)		\$127,037.48	\$9,548.10	\$9,230.82	\$10,469.70	\$10,442.77	\$11,074.28	\$11,170.92	\$11,406.80	\$10,804.69	\$10,723.56	\$11,041.16	\$10,556.22	\$10,568.44
Miscellaneous Expenses/Projects Emergency Services/Labor/Parts/Temporary Staffing	Variable	7	\$51,500.00	\$3,663.40	\$3,471.42	\$4,221.02	\$4,204.73	\$4,586.83	\$4,645.30	\$4,788.03	\$4,423.71	\$4,374.63	\$4,566.79	\$4,273.37	\$4,280.77



Monthly Operating Budget for Year 3 in Format Given in Exhibit A.2

Expense Category	Expense Type	RFP Code	RFP - Year 3	January	February	March	April	May	June	July	August	September	October	November	December
Project Manager	Fixed	1	\$140,308.78	\$11,692.40	\$11,692.40	\$11,692.40	\$11,692.40	\$11,692.40	\$11,692.40	\$11,692.40	\$11,692.40	\$11,692.40	\$11,692.40	\$11,692.40	\$11,692.40
Human Capital Manager	Fixed	1	\$132,782.24	\$11,065.19	\$11,065.19	\$11,065.19	\$11,065.19	\$11,065.19	\$11,065.19	\$11,065.19	\$11,065.19	\$11,065.19	\$11,065.19	\$11,065.19	\$11,065.19
First Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$65,351.44	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95
First Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$65,351.44	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95
Second Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$65,351.44	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95
Second Shift: Terminal Shift Supervisor (2/2)	Fixed	1	\$65,351.44	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95
Third Shift: Terminal Shift Supervisor (1/2)	Fixed	1	\$65,351.44	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95
Third Shift: Terminal Shift Supervisor (2/2)	Fixed	1	\$65,351.44	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95
Rotating Shift: Terminal Shift Supervisor	Fixed	1	\$65,351.44	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95	\$5,445.95
Management Staff Sub-Total:	Fixed		\$730,551.10	\$60,879.26	\$60,879.26	\$60,879.26	\$60,879.26	\$60,879.26	\$60,879.26	\$60,879.26	\$60,879.26	\$60,879.26	\$60,879.26	\$60,879.26	\$60,879.26
First Shift: Shuttle Bus Operator (1/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
First Shift: Shuttle Bus Operator (2/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
First Shift: Shuttle Bus Operator (3/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
First Shift: Shuttle Bus Operator (4/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
First Shift: Shuttle Bus Operator (5/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
First Shift: Shuttle Bus Operator (6/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
First Shift: Shuttle Bus Operator (7/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
First Shift: Shuttle Bus Operator (8/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Second Shift: Shuttle Bus Operator (1/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Second Shift: Shuttle Bus Operator (2/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Second Shift: Shuttle Bus Operator (3/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Second Shift: Shuttle Bus Operator (4/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Second Shift: Shuttle Bus Operator (5/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46



Second Shift: Shuttle Bus Operator (6/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Second Shift: Shuttle Bus Operator (7/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Second Shift: Shuttle Bus Operator (8/8)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Third Shift: Shuttle Bus Operator (1/5)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Third Shift: Shuttle Bus Operator (2/5)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Third Shift: Shuttle Bus Operator (3/5)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Third Shift: Shuttle Bus Operator (4/5)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Third Shift: Shuttle Bus Operator (5/5)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
First Shift: Staff & Shuttle Runner (1/2)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
First Shift: Staff & Shuttle Runner (2/2)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Second Shift: Staff & Shuttle Runner (1/2)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Second Shift: Staff & Shuttle Runner (2/2)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Third Shift: Staff & Shuttle Runner (1/2)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
Third Shift: Staff & Shuttle Runner (2/2)	Variable	1	\$53,469.36	\$3,803.49	\$3,604.17	\$4,382.44	\$4,365.52	\$4,762.23	\$4,822.94	\$4,971.12	\$4,592.87	\$4,541.91	\$4,741.43	\$4,436.79	\$4,444.46
First Shift: Shuttle Passenger Greeter International Terminal (1/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
First Shift: Shuttle Passenger Greeter International Terminal (2/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
First Shift: Shuttle Passenger Greeter International Terminal (3/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
First Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
First Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80

First Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Second Shift: Shuttle Passenger Greeter International Terminal (1/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Second Shift: Shuttle Passenger Greeter International Terminal (2/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Second Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Second Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Second Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Third Shift: Passenger Greeter International Terminal (1/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Third Shift: Passenger Greeter International Terminal (2/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Third Shift: Passenger Greeter International Terminal (3/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Third Shift: Shuttle Passenger Greeter Rental Car Center (1/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Third Shift: Shuttle Passenger Greeter Rental Car Center (3/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Third Shift: Shuttle Passenger Greeter Rental Car Center (2/3)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80
Rotating Shift: Shuttle Passenger Greeter (1/2)	Variable	1	\$41,587.28	\$2,958.27	\$2,803.24	\$3,408.56	\$3,395.40	\$3,703.96	\$3,751.17	\$3,866.43	\$3,572.23	\$3,532.60	\$3,687.78	\$3,450.83	\$3,456.80

Type/Form	Fixed	6	\$884.03	\$73.67	\$73.67	\$73.67	\$73.67	\$73.67	\$73.67	\$73.67	\$73.67	\$73.67	\$73.67	\$73.67	\$73.67
SamSara	Fixed	6	\$36,359.16	\$3,029.93	\$3,029.93	\$3,029.93	\$3,029.93	\$3,029.93	\$3,029.93	\$3,029.93	\$3,029.93	\$3,029.93	\$3,029.93	\$3,029.93	\$3,029.93
Zoom Small Business	Fixed	6	\$950.09	\$79.17	\$79.17	\$79.17	\$79.17	\$79.17	\$79.17	\$79.17	\$79.17	\$79.17	\$79.17	\$79.17	\$79.17
Quickbooks Advanced	Fixed	6	\$1,283.26	\$106.94	\$106.94	\$106.94	\$106.94	\$106.94	\$106.94	\$106.94	\$106.94	\$106.94	\$106.94	\$106.94	\$106.94
DocuSign Business Pro	Fixed	6	\$2,281.36	\$190.11	\$190.11	\$190.11	\$190.11	\$190.11	\$190.11	\$190.11	\$190.11	\$190.11	\$190.11	\$190.11	\$190.11
Home Base Time Recording & Payroll Software	Fixed	6	\$1,425.85	\$118.82	\$118.82	\$118.82	\$118.82	\$118.82	\$118.82	\$118.82	\$118.82	\$118.82	\$118.82	\$118.82	\$118.82
Synthia Virtual Employee Training Software	Fixed	6	\$2,138.77	\$178.23	\$178.23	\$178.23	\$178.23	\$178.23	\$178.23	\$178.23	\$178.23	\$178.23	\$178.23	\$178.23	\$178.23
Microsoft Office Business Premium Software	Fixed	6	\$1,254.75	\$104.56	\$104.56	\$104.56	\$104.56	\$104.56	\$104.56	\$104.56	\$104.56	\$104.56	\$104.56	\$104.56	\$104.56
Adobe Acrobat Pro DC Software	Fixed	6	\$854.94	\$71.24	\$71.24	\$71.24	\$71.24	\$71.24	\$71.24	\$71.24	\$71.24	\$71.24	\$71.24	\$71.24	\$71.24
Poster My Wall Software	Fixed	6	\$427.04	\$35.59	\$35.59	\$35.59	\$35.59	\$35.59	\$35.59	\$35.59	\$35.59	\$35.59	\$35.59	\$35.59	\$35.59
DOT/FAA Certifications/Training (fitness/wellness testing, etc.)	Fixed	6	\$3,802.27	\$316.86	\$316.86	\$316.86	\$316.86	\$316.86	\$316.86	\$316.86	\$316.86	\$316.86	\$316.86	\$316.86	\$316.86
Employee HR Company Training (See Contractors)	Fixed	6	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Office Space	Fixed	6	\$42,436.00	\$3,536.33	\$3,536.33	\$3,536.33	\$3,536.33	\$3,536.33	\$3,536.33	\$3,536.33	\$3,536.33	\$3,536.33	\$3,536.33	\$3,536.33	\$3,536.33
Operations Sub-Total:	Fixed		\$113,335.27	\$9,444.61	\$9,444.61	\$9,444.61	\$9,444.61	\$9,444.61	\$9,444.61	\$9,444.61	\$9,444.61	\$9,444.61	\$9,444.61	\$9,444.61	\$9,444.61
Employee Recruitment, Hiring, Medical & Background	Fixed	6	\$8,317.46	\$693.12	\$693.12	\$693.12	\$693.12	\$693.12	\$693.12	\$693.12	\$693.12	\$693.12	\$693.12	\$693.12	\$693.12
Employee Training Manuals (Printing & Binding)	Fixed	6	\$1,591.35	\$132.61	\$132.61	\$132.61	\$132.61	\$132.61	\$132.61	\$132.61	\$132.61	\$132.61	\$132.61	\$132.61	\$132.61
Random Drug/Alcohol Testing	Fixed	6	\$7,604.53	\$633.71	\$633.71	\$633.71	\$633.71	\$633.71	\$633.71	\$633.71	\$633.71	\$633.71	\$633.71	\$633.71	\$633.71
Human Resources Services Sub-Total:	Fixed		\$17,513.34	\$1,459.44	\$1,459.44	\$1,459.44	\$1,459.44	\$1,459.44	\$1,459.44	\$1,459.44	\$1,459.44	\$1,459.44	\$1,459.44	\$1,459.44	\$1,459.44
TOTAL OPERATION/HUMAN RESOURCES SERVICES & EQUIPMENT LEASING EXPENSES:	Variable (Weighted)		\$130,848.60	\$9,834.55	\$9,507.75	\$10,783.79	\$10,756.05	\$11,406.51	\$11,506.05	\$11,749.01	\$11,128.83	\$11,045.27	\$11,372.40	\$10,872.91	\$10,885.50
Miscellaneous Expenses/Projects Emergency Services/Labor/Parts/Temporary Staffing	Variable	7	\$53,045.00	\$3,773.30	\$3,575.57	\$4,347.65	\$4,330.87	\$4,724.44	\$4,784.66	\$4,931.67	\$4,556.42	\$4,505.86	\$4,703.80	\$4,401.57	\$4,409.19

2.5.2

Proponent must also include a narrative, which details projected Reimbursable Budgeted Expenses based upon the operational requirements, proposed staffing, and proposed benefits, based on the Proponent's own trade experience, and working knowledge of the Shuttle operation.

Within our budget narrative, we account for numerous factors that highlight our thoughtful approach to project management and our deep industry experience. A budget that is not grounded in realism is not based on a workable business strategy and will not serve as a viable planning document. Our realism and our thoughtful, nuanced thinking showcases our commitment to operational excellence, organizational efficiency, and providing for a robust passenger experience.

Our Sophisticated Variable and Fixed Spend Forecasting Model

At [REDACTED] we pride ourselves on our attention to meticulous detail and our transparency with all stakeholders. That is why we have developed a complex budgetary forecasting formula tailored to the [REDACTED] Airport. This will enable us to accurately predict spending for each line-item of our budget, whether that line item is a fixed expense, a variable expense, or a complex variable expense that combines both variable and fixed expenses.

In order to create a realistic 'variable expense' proxy, we got creative. Based on publicly available data regarding enplanements at [REDACTED] Airport in 2023, our team created a weighted value for each month of the calendar year that approximates the 'busyness' of the Airport. We then multiplied each variable expense by that 'weight' times one-twelfth, to arrive at an adjusted value for each month of our three-year plan that was informed by seasonal fluctuations in passenger volume. We used this process to identify variable expenses. For fixed expenses, we simply took one-twelfth of the forecast annual spending for each month of our operational budget, as those expenses would not be subject to fluctuation based on additional passenger volume, which in turn would equate to additional rider volume for the Airport's shuttle services. Weighted variable costs were used to further refine and enhance our forecasting abilities by weighting each line item by a ratio of two-to-one of both constituent parts of this category, favoring the variable expense by the greater value over the fixed expense. For taxes, benefits, and other expenses related to payroll that are 'weighted variable costs,' the forecast takes into consideration that two-thirds of spending in this category is variable and one-third of spending in this category is fixed. That is because two-third of spending is from more variable hourly workers who may work more based on extra need and passenger volume at the Airport

and one-third of spending is from salaried workers whose cost is fixed regardless of how busy the Airport becomes.

wants to be clear that even within variable cost line items, the most substantial variance from month-to-month at the Airport is only 23.6%. For six months out of the calendar year, the divergence from the mean is less than 5% in terms of passenger volume and forecast shuttle usage. On average, passenger volume and shuttle usage is expected to be quite steady. We intend to keep our high standards of accountability, transparency, and effective management in all our endeavors, and this additional refinement in our forecasting shows the level of excellence in responsiveness that will bring to the Airport.

In addition, if were awarded this work with the Airport, we would utilize our knowledge and awareness of the detailed forecasting data from Ground Transportation (GT) from the Airport. Using data such as the below, which provides an actual weekly forecast from GT, will finetune our estimates for passenger capacity in real-time. This level of finesse will let us know how many drivers to schedule, will help us use our robust scheduling capabilities to determine how to run our operations in a way that maximizes efficiency and minimizes passenger wait times.

Passenger (Pax) Forecast	FRI		SAT		SUN		MON		TUE		WED		THU	
	15-Mar		16-Mar		17-Mar		18-Mar		19-Mar		20-Mar		21-Mar	
	FORECA ST	ACTU AL	FORECA ST	ACTU AL	FORECA ST	ACTU AL	FORECA ST	ACTU AL	FORECA ST	ACTU AL	FORECA ST	ACTU AL	FORECA ST	ACTU AL
Internatio nal Pax	23,554	0	27,615	0	23,643	0	20,832	0	21,270	0	21,716	0	23,678	0
Domestic Pax	62,334	0	39,438	0	58,432	0	54,510	0	43,349	0	50,283	0	62,638	0
Total	85,888	0	67,053	0	82,075	0	75,342	0	64,619	0	71,999	0	86,316	0
Passenger (Pax) Forecast	FRI		SAT		SUN		MON		TUE		WED		THU	
	15-Mar		16-Mar		17-Mar		18-Mar		19-Mar		20-Mar		21-Mar	
	FORECA ST	ACTU AL	FORECA ST	ACTU AL	FORECA ST	ACTU AL	FORECA ST	ACTU AL	FORECA ST	ACTU AL	FORECA ST	ACTU AL	FORECA ST	ACTU AL
Internatio nal Pax	23,554	0	27,615	0	23,643	0	20,832	0	21,270	0	21,716	0	23,678	0
Domestic Pax	62,334	0	39,438	0	58,432	0	54,510	0	43,349	0	50,283	0	62,638	0
Total	85,888	0	67,053	0	82,075	0	75,342	0	64,619	0	71,999	0	86,316	0

Recurring Reimbursable Expenses & Non-Recurring Reimbursable Expenses

In accordance with the guidelines and requirements laid out by the City's RFP solicitation, we have broken up our operating budget, conceptually, into two sections: those line items that are recurring reimbursable expenses and those line items that are non-recurring reimbursable expenses.

All line items, except for one, are considered by [REDACTED] to be recurring reimbursable line items. These include every single line item in the RFP budget categories, including the expenses of payroll, taxes, benefits, insurance, supplies, equipment, telephone and mobile communication, shuttle maintenance, operations, human resources, equipment leasing, and sub-contracting services. We propose that these fit into the category of recurring reimbursable expenses because they are by-and-large predictable and can be forecast with a high degree of accuracy, as attested to by our validated forecasting model.

The one RFP budget category that [REDACTED] assesses to be in the non-recurring reimbursable expenses are all contingency-related costs. For all contingencies, which includes miscellaneous expenses and projects as well as emergency services, labor, and parts, we have budgeted \$50,000 for Year 1 of the period of performance and have assumed a modest inflation-adjusted increase of 3% in expenses for each subsequent year of the period of performance. This budgeting methodology reflects the reality that unexpected expenses will arise during the successful oversight, implementation, and execution of our proposed work. We cannot avoid that situation, but we can be prepared for it.

Budget Narrative by RFP Category

The detailed operating budget for [REDACTED] proposed project with the [REDACTED] Airport reflects a comprehensive approach to managing shuttle operations effectively and efficiently. The proposed operating budget is methodically designed to support the comprehensive scope of services detailed in Exhibit A, reflecting our operational strategy, staffing plans, and commitment to innovative cost-saving measures and management practices derived from our extensive industry experience. This budget is structured around eight key categories, each aligned with the operational requirements and objectives outlined in the RFP. Below is an analysis and justification of each category, highlighting how they support the overall success of the project and emphasize the passenger experience.

In compliance with the requirements laid out in the Scope of Services of this solicitation and in keeping with our track record for proper stewardship of public funds, [REDACTED] has

budgeted an amount for all office supplies that equals 0.29% of forecast total hourly employee wages, excluding hours allocated to management, supervisory, training, administrative personnel, and sub-contracted personnel as well as excluding benefits. We pride ourselves on our efficient use of resources and our development of continuous learning opportunities that guarantee the attainment of this conservative forecast for spending on office supplies.

1.00 Payroll

Management and Non-Management Staffing: Year One's payroll allocation for management staffing, including the on-site Project Manager and the on-site Human Capital Manager, totals \$688,614.48. This investment enables us to secure highly qualified leaders such as our Project Manager at \$132,254.48, allowing strong oversight and strategic direction for the project. The Human Capital Manager is budgeted at \$125,160.00, signifying our commitment to excellence in human resources and program management. [REDACTED] reiterates that both our Project Manager as well as our Human Capital Manager will perform all duties on site at the [REDACTED] [REDACTED] Airport to support their staff and deliver excellence for the City of [REDACTED]. We are committed to also paying competitive wages for all other team members through this project, including our Shift Supervisors, Shuttle Bus Operators, Staff & Shuttle Runners, and Shuttle Passenger Greeters.

2.00 Taxes, Benefits, and Insurance

Comprehensive Employee Support: The Year One budget for taxes, benefits, and insurance is dedicated to safeguarding our workforce's well-being and compliance with statutory obligations. With our rigorous insurance policies and our competitive benefits package we emphasize a secure and supported workforce. We have budgeted for \$42,005.60 during Year One to provide incentives for our team members who do an excellent job and provide for a superior passenger experience. These Employee Incentives include but are not limited to the following: Certifications, Professional Trainings, Year-End Bonuses, \$130 annual shoe reimbursement for Greeters, quarterly \$100.00 safe driving bonus for drivers. This section also includes workers' compensation at \$314,815.02, ensuring our staff's safety and readiness to deliver outstanding service.

3.00 Supplies, Equipment Maintenance, & Uniforms

Operational Readiness and Professionalism: With a budget of \$20,545.78 for Year One, we cover crucial operational costs such as office supplies at \$6,160 and specialized items like Purell Hand Sanitizer at \$7,884.80, reflecting our dedication to a clean and hygienic environment for passengers and staff.

4.00 Telephone & Mobile Communication

Effective Communication Channels: An allocation of \$30,856 for Year One provides a robust communication infrastructure, accounting for installation and repairs for essential communication devices totaling \$30,184. This is vital for the coordination of shuttle services and management of operational logistics.

5.00 Shuttle Maintenance and Related Expenses

Ensuring Service Excellence: Our commitment to maintaining a pristine and reliable shuttle fleet is demonstrated by the Year One budget of \$1,704,368.36. This includes preventative maintenance estimated to be \$350,000 and repair costs budgeted at \$705,000, underscoring our promise to provide passengers with safe and comfortable transportation experience.

6.00 Operational/Human Resources Services & Equipment Leasing

Streamlining Operations: Year One's budget of \$123,337.36 facilitates streamlined operations and HR services. We've allocated funds for crucial operational tools such as postage at \$5,133.30 and printing at \$12,833.24, enabling efficient management of resources and personnel.

7.00 Contingencies

Preparedness for the Unexpected: With a Year One contingency budget of \$50,000, we ensure our readiness for unexpected events, reflecting our proactive approach to project management and commitment to continuous service delivery. As previously stated, we consider this set of line items to be a form of non-recurring reimbursable expenses.

8.00 Sub-Contracting Services

Leveraging Specialized Expertise: Year One's sub-contracting services are budgeted at \$182,370.69. This enables us to utilize specialized services, such as training site rental at \$8,000 and HR staffing firms at \$25,000, establishing access to top-tier expertise and support for our operations.

These budget allocations for Year One are strategically designed to ensure the successful launch and sustained operation of the shuttle service project at [REDACTED] International Airport. By investing in the right resources, staff, and infrastructure, we set the foundation for a service that prioritizes operational excellence, safety, and passenger satisfaction. Each budget line item is meticulously crafted to align with the Airport's needs, certifying that [REDACTED] can deliver a shuttle service that is safe, reliable, and consistently exceeds passengers' expectations. Our financial plan not only justifies the cost in each category but also demonstrates a strategic investment in the quality and sustainability of shuttle operations at [REDACTED] International Airport.

Our Approach to Partnership with SBEs

██████████ places significant emphasis on fostering local community engagement and supporting the economic growth of minority-owned and Small Business Enterprises (SBEs) in the ██████████ area. Our operational plan for the ██████████ ██████████ International Airport shuttle service project is designed to not only meet but exceed all contractual terms through strategic partnerships and community-focused initiatives.

We will actively pursue collaborations with minority-owned, local SBEs to fulfill various service components such as shuttle maintenance, supply procurement, and professional services. By integrating these businesses into our supply chain, we contribute to the cultivation of local economic prosperity and embrace diversity in our business practices. Here's how we plan to do this:

- **Subcontracting with SBEs:**
 - We will identify and engage with certified SBEs for subcontracted services, guaranteeing that they are integral to our operations. These partnerships will include a variety of services such as equipment maintenance, staffing, and training services, thereby infusing the local economy with new opportunities and revenues.
- **Community Outreach and Capacity Building:**
 - We are committed to conducting outreach programs that educate and empower minority-owned businesses on how to work with us. This will include workshops on the RFP process, contract management, and quality control to build their capacity to meet the demands of large-scale projects.
- **Supplier Diversity Programs:**
 - Our procurement strategy will prioritize minority-owned suppliers for goods and services such as office supplies, uniforms, and technological tools. This will not only diversify our supplier base, but it also will support local businesses by assisting to scale their operations.
- **Local Workforce Development:**
 - We will invest in the local workforce by creating job opportunities that prioritize residents, especially those from underserved communities. This approach ensures that the benefits of employment are felt directly within the community and contributes to the overall goal of social and economic inclusion.
- **Training and Professional Development:**
 - In partnership with local SBEs and community organizations, we will offer training programs focused on professional development and skills enhancement.

This will prepare the local workforce for not only current opportunities but also for future advancement.

- **Inclusive Vendor Fairs and Networking Events:**

- By organizing and participating in vendor fairs and business networking events, we will provide platforms for minority-owned businesses to showcase their offerings and foster B2B relationships that extend beyond our project.

- **Sustainable Practices:**

- We are committed to incorporating sustainable practices in our operations, aligning with the values of many local SBEs (Small Business Enterprises) and the community at large. This shared commitment to sustainability will be a point of connection and growth for partnerships.

strategic focus on leveraging local, minority-owned SBEs exemplifies our dedication to contributing positively to the communities we serve. This community-centric approach not only enriches our service offering, but also aligns with the City of objectives for inclusive economic development. Through these concerted efforts, we are confident in our ability to deliver a service that is exemplary in its operational excellence and community impact.

2.5.3

Please explain in detail any creative cost savings or management programs that your company would recommend and implement in the first Contract Year.

The Project Management Institute (PMI) sets the standard for best practices in project management, emphasizing the importance of strategic planning, efficient resource allocation, and anticipatory contingency planning. Our team leans on their expertise in our management practices and we will similarly cite their thought leadership in our response to this solicitation. In terms of budgeting, PMI advocates for value-driven delivery, a principle that aligns with our budgeting approach for this project. Our year one budget reflects these best practices in the following ways:

- **Efficient Payroll Management:**

- With a targeted Year One payroll budget for management and staff, including \$140,000 for the Project Manager and \$132,160 for the Human Capital Manager, our staffing costs are lean without compromising the ability to attract skilled professionals. This efficient allocation allows for a skilled team that is capable of delivering high-quality service while maintaining cost-effectiveness.

- **Proactive Benefits Planning:**
 - Our benefits strategy is designed to be both comprehensive and cost-effective, ensuring that we can provide for our employees while also managing costs efficiently.
- **Streamlined Operations Expenditure:**
 - The supplies and equipment maintenance budget of \$20,545.78 includes cost-saving measures such as bulk purchasing and negotiated vendor contracts for items like office supplies and hand sanitizers. By maintaining a proactive approach to purchasing, we can leverage economies of scale and reduce per-unit costs.
- **Communication Infrastructure:**
 - The budget of \$30,856 for telephone and mobile communication reflects a commitment to cost-effective solutions. Investments in reliable communication technology will result in fewer miscommunications and errors, leading to indirect cost savings across the project.
- **Preventative Maintenance Focus:**
 - Allocating \$351,187.41 in Year One for preventative shuttle maintenance minimizes the risk of costly breakdowns and unscheduled repairs. This forward-thinking approach aligns with PMI's principle of risk mitigation and value delivery by extending the life of assets and reducing long-term expenses. This total is roughly half of our allocation for spending on the Shuttle Bus Repair line item, further demonstrating our commitment to investing in prevention to optimize operations.
- **HR & Operational Leverage:**
 - With \$123,337.36 budgeted for operational tools and HR services, we plan to implement streamlined and automated processes, reducing the need for extensive manual labor and the associated costs. This includes leveraging technology for payroll processing and time recording systems to ensure accuracy and efficiency.
- **Contingency Planning:**
 - The \$50,000 contingency fund reflects a PMI-aligned approach to expect the unexpected, providing a buffer for unforeseen expenses without requiring significant adjustments to the overall project budget. This demonstrates our preparedness and adaptability to changing circumstances.
- **Strategic Sub-Contracting:**
 - The \$182,370.69 allocated for sub-contracted services, including Accounting & Audit Services, Secret Shopper Services, Uniforms, Training Site Rental Space, HR Staffing Firm, Employee HR Company Training, and Employee Handbook (Printing & Binding), ensures that we can bring in specialized expertise when

necessary, but only for tasks that require it, avoiding the higher costs of maintaining this expertise in-house.

By applying PMI's best practices to our budget, in conjunction with our own decades of frontline work in this sector, we are delivering a creative, cost-effective, and realistic financial plan that prioritizes value delivery for the airport. Our cost-effective budgeting strategy, enhanced by a focus on contingency planning and optimal resource use, enables us to provide [REDACTED] [REDACTED] Airport with a shuttle service that more than exceeds all operational requirements while delivering financial savings and strategic foresight.

2.5.4

Detail significant cost items consistent with the Proponent's industry experience and operating plan, including permitted subcontracting services, if applicable.

When detailing significant cost items consistent with industry experience and the operating plan for the shuttle service at [REDACTED] [REDACTED] International Airport, the emphasis is on confirming that every allocated dollar serves a strategic purpose. This includes leveraging permitted subcontracting services when it offers the best value and aligns with our capabilities and operational objectives. Here is an outline of key cost areas and how they manifest in our budget:

Staffing Costs

- The Project Manager is a crucial role, drawing from industry experience to ensure all aspects of the shuttle service are managed to the highest standard, directly influencing the project's success.
- The Human Capital Manager position ensures we have the best team on board, managing staffing needs and training, both of which are key to maintaining operational excellence.

Taxes, Benefits, and Insurance

- Social Security, Medicare, and Unemployment Taxes: These mandatory expenses reflect our commitment to our employees and adherence to legal requirements.
- Worker's Compensation is set at \$314,815.02. This is a significant line item, ensuring we are prepared for any employee accidents and can cover any associated costs without financial strain on the operation.

Supplies, Equipment, and Uniforms

- Supplies and Sanitization Products: Given the current climate and our region's slow recovery from the COVID-19 crisis, sanitation has taken on a greater role, and adequate budgeting reflects our commitment to health and safety.

Telecommunications

- Robust communication systems are vital for coordinating shuttle services, and this investment helps in minimizing delays and improving the passenger experience.

Shuttle Maintenance and Related Expenses

- Preventative Maintenance equals \$350,000. This ensures shuttles are in top condition, reducing long-term repair costs.

Operational and HR Services

- Automated Payroll Processing and Time Recording Systems: Implementing technology solutions improve efficiency and accuracy while reducing long-term operational costs. We intend to reduce costs for the Airport as possible, especially when those cost-cutting measures actually serve to enhance our operational capabilities.

Contingency Planning

- While this may not be utilized, the presence of a contingency plan embodies an understanding of the need to be responsive to the unpredictable nature of transportation services.

Subcontracting Services

- Utilizing specialized firms for financial services ensures compliance and allows management to focus on core operational activities.
- Hiring a space for large-scale training ensures our staff are well-prepared for their roles, which can improve efficiency and reduce potentially costly errors.
- Subcontracting uniform services with a local firm that specializes in that niche makes certain that all staff present a professional and unified appearance, reflecting the brand positively.

These costs are benchmarked against industry standards and are informed by prior operational experiences. We prioritize investments that lead to long-term savings, making certain that the budget reflects a balance between upfront costs and potential future savings. This balanced approach to budgeting, combined with strategic use of subcontracting services, underscores our commitment to operational efficiency and fiscal responsibility.

2.6**Management Fee**
Management Fee Offer

In line with Exhibit A.1, [REDACTED] proposes a competitive management fee structure that reflects our commitment to delivering value while upholding the highest standards of service quality and operational efficiency. We have assessed a management fee of 14% for each year of the period of performance, which is a competitive flat percentage that considers industry best practices and local context.

We have entered the following information into the requested attachment in the format it was requested, but we have once again provided our assessed management fee below for your convenience:

Management Fee by Year:		
Year 1	Year 2	Year 3
\$959,473.20	\$988,257.40	\$1,017,905.12