



REQUEST FOR PROPOSALS

AVIA 25-46

PARKING MANAGEMENT AND STAFFING SERVICES

AND

VALET PARKING MANAGEMENT SERVICES

Date: JULY 2, 2025

RFP Number: AVIA-25-46

Subject: Request for Proposals for the following services:

**PARKING MGMT. & STAFFING SERVICES
AND
VALET PARKING MGMT. SERVICES**

This letter extends an invitation for the submission of a proposal to supply the Charlotte Douglas International Airport with the non-federally funded services as indicated above. Proposals for the above will be received via the e-bidding portal until **2:00 PM eastern standard time on AUGUST 12, 2025**.

A non-mandatory pre-proposal conference to review the RFP and answer questions regarding the project, will be held on **JULY 22, 2025, at 10:00 INSERT TIME AM EST** via Teams and/or at the Charlotte Douglas International Airport, CLT Center, 5601 Wilkinson Boulevard, Charlotte, North Carolina 28208. Interested parties are encouraged to attend and to have a copy of the RFP with you at that time.

Changes to the terms, conditions or specifications stated in this Request for Proposals will be documented in a written addendum, issued by the Charlotte Douglas International Airport. These addenda will be accessible through the e-bidding portal.

Questions should be directed to Greg Tate through the e-bidding portals Q&A Board. Thank you in advance for your interest in doing business with the Charlotte Douglas International Airport. We look forward to your participation!

Charlotte Douglas International Airport (CLT), a City of Charlotte department does not discriminate based on disability. Auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedures will be provided upon request to persons with disabilities. To make a request, please email gregory.tate@cltairport.com.

Sincerely,

GREG TATE

Checklist for submitting a Proposal:

- ☐ Form 1, Proposal Form
- ☐ Form 2, Proposal Qualifications and Requirements
- ☐ Form 3, Nondiscrimination Certification
- ☐ Form 4, ACDBE Program Requirements + ACDBE Forms 3 & 5
- ☐ Form 5, Confidential Information
- ☐ Form 6, Pricing Worksheet
- ☐ Others (specific to the project)

The above items must be included in the Proposal. If awarded a contract, evidence of insurance that meets or exceeds the requirements set forth in **Exhibit B (Sample Contract – to be provided with Addendum)** are required.

SECTION 1: GENERAL INSTRUCTIONS

A. INTRODUCTION

Pursuant to this Request for Proposals ("RFP"), Charlotte Douglas International Airport ("CLT" or "Airport"), which is owned and operated by the City of Charlotte, North Carolina ("City"), is seeking Proposals from qualified and experienced companies (individually or collectively, the "Proposer") interested in CLT parking management and staffing services, and valet parking management services (the "Work"). Details of the requested Work are attached hereto as **Exhibit A**. The RFP consists of the following components:

Section 1: General instructions and special conditions that apply to this proposal process and procurement.

Section 2: The required forms that a Proposer is required to complete and return as its Proposal (called the "Proposal Response Forms")

Section 3: A contract substantially similar to the final contract the successful Proposer will be expected to sign, including **Exhibit A**, the details for the entire scope of work falling under this RFP (the "Specifications").

Each reference to this RFP includes all components listed above as well as any addenda provided by the Airport. Please review each section carefully, including all attachments and exhibits. Proposers will be held accountable for having full knowledge of the contents of this RFP and for performing any due diligence that may be necessary to submit a binding Proposal. Failure to comply with the terms, conditions and requirements of this RFP may result in disqualification of the Proposer in the sole discretion of CLT.

The Work will be governed by a contract between the selected Proposer ("Company") and the City, a sample of which is attached hereto as **Exhibit B (the "Contract" to be provided with Addendum)**. The term of the Contract shall be for five (5) years with two optional one-year renewals. Proposers are advised to carefully read and review the form Contract as they prepare their Proposal. CLT reserves the right to revise the terms of the form Contract at any time during the RFP process and to negotiate different terms with the Company.

This RFP may lead to separate or combined awarded contracts for: Parking Management Services and Valet Parking Management Services. Responders may choose either option or the combined suite of services.

- a. Option A consists of providing staffing for Parking Services provided at the Airport.
- b. Option B offers the opportunity to manage and operate the CLT's ever growing Valet service.
- c. Option C offers the chance to consolidate both opportunities for overarching management of a key aspect of CLT's success.

B. SCHEDULE

DATE	ACTIVITY (All times are EST)
7/2/2025	Issue RFP
7/15/2025	Submission of written questions prior to pre-proposal conference and confirmation of plan to attend
7/22/2025	Non-mandatory pre-proposal conference at 10:00 AM EST
8/1/2025	Submission of written questions after pre-proposal conference
8/12/2025	Proposals are due by 2:00 PM EST
8/18/2025	Proposer interviews (if applicable)
10/27/2025	Tentative City Council date
7/1/2026	Estimated start date of services

CLT reserves the right to modify the deadlines set forth in the above table in its sole discretion. Any such modifications will be stated in an addendum as described below.

C. INSTRUCTIONS TO PROPOSERS

1. Point of Contact

The point of contact for all submissions and correspondence regarding this RFP is Greg Tate ("RFP Project Manager") who can be contacted through the Q&A Board online in the e-bidding portal. If there are technical questions regarding use of the e-bidding portal please contact the RFP Project Manager at gregory.tate@cltairport.com.

2. Non-Mandatory Pre-Proposal Conference

A Pre-Proposal Conference will be conducted on the date and at the time stated in the RFP Schedule above.

Microsoft Teams

[Join the meeting now](#)

Meeting ID: 254 929 263 924 8

Passcode: X3BT94qL

Company Representative Name	Title	Phone Number	Email Address	Date of Birth (for TSA clearance)

All attendees are required to sign in at the CLT Center's front desk and provide vehicle license tag numbers (if applicable). Delete if N/A

Parking is available curbside and on level 2 of the Business Valet 2 parking deck. Park only in marked spaces or the vehicle is subject to ticket and tow. Delete if N/A

The Pre-Proposal Conference will include an information session and a site tour of the service area(s). All visitors participating in pre-proposal site tours and meetings must be in possession of their unexpired, government issued photo identification at the time of the tour. All personal items are subject to inspection before and during the tour. Transportation Security Administration (TSA) rules will apply to all participants when being screened through any Airport security screening checkpoint (no liquids, no prohibited items, etc.).

When the pre-proposal conference is mandatory, proposals will not be accepted from companies that do not attend.

3. Questions and Addenda

The Airport is committed to providing all prospective Proposers with accurate and consistent information to ensure that no Bidder obtains an unfair competitive advantage. To this end, from the date of this RFP through the proposals due date, no interpretation or clarification of the meaning of any part of this RFP will be made orally to any prospective Proposer except for questions answered at the pre-proposal conference.

Requests for interpretation or clarification must be submitted electronically to the RFP Project Manager via the e-bidding portal Q&A Board. All questions must be submitted no later than the date and time stated in the RFP Schedule as the deadline for submission of questions. Any questions received after that time may not be addressed prior to the proposal due date. When submitting a request for interpretation or clarification, Proposers are encouraged to utilize the following format:

Item #	Page #	Section #	Section Title	Question, Clarification or Modification

Interpretations, clarifications, supplemental instructions and/or changes to the terms, conditions or requirements of this RFP will be documented in written addendum and posted to the e-bidding portal.

Only the written interpretations, clarifications or supplemental instructions set forth in the posted addenda shall be binding, and Proposers are warned that no other source is authorized to give information concerning, explaining or interpreting this RFP. The receipt of each addendum must be acknowledged using the space provided on **Form 1** in **Section 2**. The Airport may not consider any RFP that fails to acknowledge receipt of each issued addendum.

4. RFP Acknowledgement

Proposers shall thoroughly examine and become familiar with this RFP, including forms, attachments, exhibits and any addenda that may be issued. The failure or the neglect of a proposer to receive or examine any RFP document shall in no way relieve it from any obligation with respect to its proposal or the obligations that flow from making a selected proposal. No claim based upon a lack of knowledge or understanding of any document or its contents shall be allowed.

5. Proposal Format

Proposals shall consist of all forms included in this RFP ("Forms") and any additional information relevant to the Work that the Proposer believes will help CLT in making its decision. Responses must be typewritten or completed in ink and signed by an authorized representative of the Company. Any erasures or corrections must be initialed and dated by the authorized representative that signs the Forms. CLT desires all Proposals to be identical in format to facilitate the evaluation process. Failure to comply with the format requirements set forth herein may result in rejection of the Proposal.

6. Submission Requirements

Proposals must be submitted through the e-bidding portal at <https://gateway.app.e-builder.net/app/bidders/landing?accountid=80fe0a4a-0c8f-4fcd-ac93-cc9db65522cb&projectid=840866c2-1f79-464c-963f-4d5b94f7215e&bidpackageid=cc209640-c0fa-41a0-9cbb-40abb98cdfd2>

The pricing must be submitted in the table included on the website. The forms herein must be completed and uploaded to the site by the proposal due date and time.

Submit separately, "Confidential and Proprietary Information," Trade Secrets and/or personally identifiable information (PII). The confidentiality caption stated above must appear on each page of Trade Secret or PII materials.

Failure of the Proposer to organize the information required by this RFP as outlined herein may result in CLT, at its sole discretion, deeming the Proposal non-responsive to the requirements of this RFP. The Proposer, however, may reduce the repetition of identical information within several sections of the Proposal by making the appropriate

cross-references to other sections of the Proposal. Appendices for certain technical or financial information may be used to facilitate Proposal preparation.

7. Selection Criteria and Minimum Requirements

Upon review and evaluation of all qualifying proposals, including any interviews that CLT may require, the Evaluation Committee will select and recommend for award the Proposer that, in its sole judgment, is most responsive in meeting the requirements and objectives of this RFP as set forth below.

Experience & Qualification	CLT prefers to award Contracts related to this RFP to no more than two (2) experienced and qualified companies. All proposers shall meet the minimum qualifications described elsewhere in this RFP. Preference will be given to a company based on its ability to meet the Experience requirements as set forth in the Specifications including experience providing the Work during the past five (5) years.
Operations & Service Plans	CLT will evaluate the Proposer's Operations and Service Plans based on the requirements set forth in the Specifications and Scope of Work. Operations and/or Service Plan shall include, at a minimum, a process to address customer service (including customer complaints), amenities offered, employee training, uniforms, and employee retention.
Implementation Plan	CLT will evaluate the Proposers ability to meet the requirements set forth in the Specifications and as detailed in the Proposer's Implementation Plan.
Customer Service	CLT will evaluate the Proposers Customer Service Plan. Proposers Customer Service Plan should include, at a minimum, recommended customer service metrics, methods for tracking and reporting said metrics, an annual update schedule, amenities offered, flexibility to changing Airport needs, and a process for internal modifications to Company processes if requested by CLT. CLT prefers an automated tracking and reporting method. Although not required, proposals may include additional premium services and EV charging, including but not limited to, pricing, timing considerations, power management, and installation or use of a portable/non-fixed EV charging station at the Valet Storage Site.
ACDBE Program Requirements	CLT participates in and requires Contractors to comply with Airport Concessions Disadvantaged Business Enterprise (ACDBE) program requirements. CLT will evaluate the Proposer based on its ability to meet the ACDBE Program requirements as set forth in the RFP. Proposers are required to submit a completed ACDBE Form #3 with their proposals.

Compensation	<p>CLT will evaluate the Proposer on the overall compensation proposed related to the provision of the Work, including but not limited to Management Fees above and beyond any reimbursable expense, staffing structures, hourly rates, methods of pay (to include tipped employee processes), reimbursable expenses or operating expenses broken down by category, any additional proposed expenses, and any proposed incentive payment. Proposals should include details of how and when any of the above should be adjusted. Proposed Incentive Payments shall be oriented toward the goal of incentivizing local staff to provide the high level of customer service sought by CLT through this solicitation. Incentive Payment proposals shall include reference to trackable key performance indicators, including but not necessarily limited to staffing, vehicle movements, and other labor related metrics. Proposed Incentive Payments may be included in part or in whole as part of the Contract awarded from this Solicitation, but final determination on the inclusion of any Incentive Payment shall be at the discretion of CLT.</p>
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8. Proposal Terms are Firm and Irrevocable

The signed Proposal shall be considered a firm offer on the part of the Proposer. All Proposal responses (including all statements, claims, declarations, prices and specifications in the Proposals) shall be considered firm and irrevocable for purposes of contract negotiations unless specifically waived in writing by CLT.

9. Evaluation Committee and Award of Contract

The Aviation Director, or his designee, will appoint an Evaluation Committee to review all Proposals. As part of the evaluation process, the Evaluation Committee may engage in discussions with any Proposer to determine in greater detail the Proposer's qualifications and to learn about the Proposer's proposed method of performance to facilitate arriving at an agreement that will be satisfactory to CLT.

CLT may in its discretion require one or more Proposers to make presentations to the Evaluation Committee or appear before CLT and/or its representatives for an interview. During such interview, the Proposer may be required to present its Proposal and to respond in detail to any questions posed. Additional meetings may be held to clarify issues or to address comments, as CLT deems appropriate. Proposers will be notified in advance of the time and format of such interviews and/or meetings.

The Evaluation Committee will consider all relevant materials and information in making its selection and recommendation to the Aviation Director, the Proposer that it determines is best able to provide the Work.

CLT will inform the Company that it has been selected, subject to final agreement on all terms and conditions of the Contract. If CLT and the Company are unable to agree on the final terms, the Company will be excused from further consideration and CLT may, at its option, select another Proposer.

The City shall have no obligations under this RFP until the Contract has been executed by both parties.

10. Contract Award by City Council

The name of the selected Proposer will be submitted to the City Council or designee for final approval and award (if applicable). Prior to the recommendation to the City Council or designee, the successful Proposer must provide to the Airport an executed Contract which will be substantially similar to the contract in Section 3 **Exhibit B (to be provided with Addendum)** of this RFP. Upon approval of the Contract by City Council or designee, the Airport will execute the documents and send a copy to the successful Proposer. **The City Council or designee may, in its sole and absolute discretion, accept or reject the recommendation of the Evaluation Committee, the Contract and supporting ancillary documents.**

11. Accuracy of RFP and Related Documents

CLT assumes no responsibility for conclusions or interpretations derived from the information presented in this RFP, or otherwise distributed or made available during this selection process. In addition, CLT will not be bound by or be responsible for any explanation, interpretation or conclusions of this RFP or any documents other than those provided by CLT through the issuance of addenda. In no event may a Proposer rely on any oral statement in relation to this RFP.

Should a Proposer find discrepancies or omissions in this RFP or any other documents provided by CLT, the Proposer should immediately notify CLT of such discrepancy or omission in writing, and a written addendum may be issued if CLT determines clarification is necessary. Each Proposer requesting a clarification or interpretation will be responsible for delivering such requests to CLT as directed in this RFP.

The information contained in this RFP forms, exhibits and attachments, hereto, and any addendum that may be issued, has been obtained from sources thought to be reliable, but the City and its elected officials, officers, employees, agents and contractors, are not liable for the accuracy of the information or its use by prospective respondents.

12. Proposer's Cost of Proposal Preparation

Proposers are responsible for all costs associated with the proposal process including, but not limited to, the creation of the proposal and any interviews (if applicable). CLT will not accept any promotional items as part of the proposal process and any such items included will either be discarded or, if so requested, returned to the Proposer at Proposer's cost.

13. Attempts to Influence the Selection Process

Except for clarifying written questions sent to the RFP Project Manager, all Proposers, including any and all persons acting on their behalf, are strictly prohibited from contacting City staff on or regarding any matter relating to this RFP from the time the

RFP is issued until the intent to award is communicated to Proposers with the exception of requests for additional information made by City Staff in their determination of responsibility and responsiveness of the Proposer (the qualifications and experience of the Proposer).

CLT reserves the right to disqualify any Proposer who contacts a City staff or evaluation committee members concerning this RFP other than in accordance with this RFP.

14. RFP Not an Offer

This RFP does not constitute an offer by CLT. No recommendations or conclusions from this RFP process shall constitute a right (property or otherwise) under the Constitution of the United States or under the Constitution, case law, or statutory law of North Carolina. No binding contract, obligation to negotiate, or any other obligation shall be created on the part of CLT unless CLT and the Proposer execute a Contract following award of such agreement.

15. Withdrawal of Proposal; Correction of Errors

Withdrawal of the proposal may occur at any time prior to the submission deadline as set forth in the RFP Schedule above, by written request, sent by email to the RFP Project Manager. A request for withdrawal will not be effective until CLT has confirmed, in writing, the receipt of such request. A request to withdraw a Proposal by telephone or facsimile shall not be considered a valid request to withdraw a Proposal. Withdrawal of one proposal will not preclude the submission of another timely proposal but no withdrawal will be allowed after the submission deadline.

If Proposer desires to amend a submitted Proposal before the Proposal Due Date, Proposer must follow the withdrawal procedures described in this Section and resubmit the amended Proposal on or before the Proposal Due Date in a manner consistent with the Submission Requirements. The Proposer further agrees that in the event of any obvious errors, CLT reserves the right to waive such errors in its sole discretion.

16. Disqualification of Proposals

Without in any way limiting CLT's right to reject any or all Proposals, Proposers are advised that any of the following may be considered as sufficient cause for the disqualification of a Proposer and the rejection of a Proposal: (i) failure to meet the eligibility requirements set forth in the Specifications or RFP; (ii) submission of more than one proposal by an individual, firm, partnership or corporation under the same or different names, including the names it does business under unless multiple or alternative proposals were specifically requested under this RFP; (iii) evidence of collusion among proposers; or (iv) improper communication as described above. Proposals will be considered irregular and may be rejected for omission, alterations of form, additions not called for, conditions, limitation, unauthorized alternate proposals or

other irregularities of any kind. All the foregoing notwithstanding, however, CLT reserves the right to waive any such irregularities.

17. CLT's Rights and Options

CLT reserves the following rights, which may be exercised at CLT's sole discretion:

- i. To supplement, amend, substitute, withdraw or otherwise modify this RFP at any time;
- ii. To issue additional requests for information;
- iii. To require a Proposer to supplement, clarify or provide additional information for CLT to evaluate its Proposal, including without limitation, requests to provide samples of items requested under this RFP;
- iv. To conduct investigations with respect to the qualifications and experience of each Proposer;
- v. To waive any defect or irregularity in any Proposal received;
- vi. To share the Proposals with City and/or CLT employees and contractors other than the Evaluation Committee as deemed necessary;
- vii. To award all, none, or any part of the Work set forth in this RFP to one or more Proposers as is in the best interest of CLT with or without re-solicitation;
- viii. To discuss and negotiate with selected Proposer(s) any terms and conditions in the Proposals including but not limited to financial terms;
- ix. To enter into any agreement deemed by CLT to be in the best interest of CLT;
- x. To reject any or all proposals submitted; and
- xi. To re-advertise for proposals using this RFP or a different RFP or solicitation.

18. Representation by Broker

The City will not be responsible for any fees, expenses or commissions for brokers or their agents. Communications by or between employees of or contractors to the City and any potential or actual respondent broker or agent are not to be construed as an agreement to pay, nor will the City pay any such fees, expenses or commissions. By submitting its proposal, respondent agrees to hold the City harmless from any claims, demands, actions or judgments in connection with such broker fees, expenses or commissions.

19. Ownership and Public Records Law

All proposals and supplementary material provided as part of this process will become the property of the City. Proposers are advised that all information included in the material provided is public record except for information that falls under one or more of the statutory exceptions set forth in Chapter 132 and 66-152 *et seq.* of the North Carolina General Statutes. Proposer may only designate information confidential that it, in good faith, considers a trade secret or confidential under North Carolina public records and trade secret law. However, CLT reserves the right to review and make any

final determination on if any material submitted is in fact protected by an exception to North Carolina's public record law. In submitting a proposal, each Proposer agrees that the CLT may reveal any trade secrets or confidential information to CLT staff, consultants or third parties assisting with this RFP and resulting Contract. Where information is marked Trade Secret or confidential, Proposer agrees to indemnify, defend and hold harmless the City and each of its officers, employees and agents from all costs, damages and expenses incurred relating to the City choosing to withhold any material based on Proposer's designation of said material as a trade secret or confidential.

20. Title VI Solicitation Notice:

The City, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 USC §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders or offerors that it will affirmatively ensure that for any contract entered into pursuant to this advertisement, [select businesses, or disadvantaged business enterprises or airport concession disadvantaged business enterprises] will be afforded full and fair opportunity to submit bids in response to this invitation and no businesses will be discriminated against on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability in consideration for an award.

21. E-Verify

Where applicable, the successful proposer must agree to meet the E-Verify requirements as set forth in the sample Contract below.

22. NC Prohibitions on Contracts with Companies that Invest in Iran or Boycott Israel.

Where applicable, the successful proposer must certify that it meets the NC Prohibitions on Contracts with Companies that Invest in Iran or Boycott Israel as set forth in the sample Contract below.

23. Charlotte Diversity and Inclusion Programs

The City complies with three programs, the Charlotte Business INclusion ("CBI") Program, the Disadvantaged Business Enterprise ("DBE") Program and the Airport Concession Disadvantaged Business Enterprise ("ACDBE") Program, depending on the funding source or location and service associated with the Work.

The CBI Program is based on the City's long history of creating and implementing strategies to support and encourage local business growth. In 2013, the City Council adopted the CBI policy to promote diversity, inclusion, and local business opportunities in the City's contracting and procurement process for Minority, Women, and Small Business Enterprises ("MWSBEs"). A complete list of City of Charlotte certified Small Business Enterprises ("SBEs") and City of Charlotte registered Minority and Women Business Enterprises (MWBEs) is available on the City's website at www.charlottebusinessinclusion.com.

The DBE Program is based on the requirements of 49 CFR Part 26 – *Participation by DBE in Department of Transportation Financial Assistance Programs*. A complete copy of the City's DBE Program can be found at www.cltairport.com.

The ACDBE Program is based on the requirements of 49 CFR Part 23 – Participation of Disadvantaged Business Enterprise in Airport Concessions.

The information and requirements for the diversity and inclusion program applicable to this Contract are set forth in **Form 4** of this RFP.

24. City of Charlotte Contractor Development Program (CCDP)

The Contractor Development Program, sponsored by the City of Charlotte – Charlotte Business Inclusion Program is designed to provide guidance to Minority, Women, and Small Business Enterprises (MWSBEs) and NC DOT Disadvantaged Business Enterprises (DBEs) in pursuit of contracting opportunities with the City of Charlotte. The CCDP assists construction related firms with capacity building and business development as well as obtaining bonding and contract-based finance assistance so that participating firms are prepared to bid on city projects. For more information and to enroll in the City of Charlotte Contractor Development Program, contact the CCDP at (888) 717-3341 or send an email to ccdp@imwis.com, or visit <https://www.charlottenc.gov/Growth-and-Development/CBI/Contractor-Development-Program>.

SECTION 2: FORMS

FORM 1 PROPOSAL FORM

A. COVER LETTER

The Proposal must include a cover letter including the name, address and telephone number of the Proposer and the executive that has the authority to contract with CLT. It shall also include an Executive Summary outlining how the Company best meets the requirements set forth in this RFP.

B. NON-COLLUSION AFFIDAVIT

In submitting this Proposal, Proposer hereby declares that the only person or persons interested in this Proposal as principal or principals is or are named herein and that no person other than herein mentioned has any interest in this Proposal or in the contract to be entered into; that this Proposal is made without connection with any other person, company or parties submitting a Proposal in response to this RFP; and that it is in all respects fair and in good faith without collusion or fraud. Proposer represents to the City that, except as may be disclosed in an Addendum hereto, no officer, employee or agent of the City presently has any interest, either directly or indirectly, in the business of Proposer, and that any such officer, employee or agent of the City having a present interest in the business of Proposer shall not have any such interest at any time during the term of the Contract should it be awarded to the Proposer.

C. ACKNOWLEDGEMENT OF ADDENDA

Proposer further declares that it has examined the RFP including all Attachments, Exhibits and Addenda, as acknowledged below, and that he/she has satisfied himself/herself relative to the requirements, procedures and rights of this RFP. Acknowledgment is hereby made of receipt of the following Addenda (identified by number) since issuance of the RFP. ***Failure to acknowledge all addenda may result in disqualification of the Proposer.***

Addendum Number	Date

D. SUBCONTRACTORS

Proposer must list all proposed subcontractors, if any, in the table provided below. No change in the proposed subcontractors listed herein will be allowed without the express written consent

of CLT. All proposed subcontractors must be able to demonstrate their ability to perform the Work proposed to the complete satisfaction of CLT.

Name of Subcontractor	Description of Work to be Performed

E. EXCEPTIONS

All Work requested in this RFP must be provided for the price(s) set forth in the Compensation Sheet, in strict conformance with the terms, conditions and specifications set forth in the RFP (including any addenda or amendments). Savings associated with the exceptions listed below should be listed separate from the base pricing and such exceptions may or may not be accepted in the sole discretion of the Airport. Exceptions representing material changes to the RFP's terms (including the form Contract) are grounds for rejection of the Proposal. For each exception listed below include the relevant page number and section of the RFP. If none, state "None".

Page & Section Number	Section Title	Exception and Proposed Change

F. VERIFICATION AND CERTIFICATION OF AUTHENTICITY OF PROPOSAL

The information contained in this Proposal or any part thereof, including its Forms, Attachments, Exhibits and other documents and instruments delivered or to be delivered to CLT, is true, accurate, and complete. This Proposal includes all information necessary to ensure that the statements therein do not in whole or in part mislead CLT as to any material facts.

Submission of this Proposal is the duly authorized official act of the Proposer and the person(s) executing this Proposal and is in accordance with the terms and conditions as set forth in the RFP. The Proposer is duly authorized and designated to execute this Proposal on behalf of and as of the official act of Proposer, this _____ day of _____, 20__.

Company Name: _____

Address: _____

Signature: _____

Printed Name: _____

Title: _____

Phone Number: _____

E-Mail Address: _____

FORM 2
QUALIFICATIONS AND PROPOSER REQUIREMENTS

All statements contained herein must be true and correct. Any omissions or inaccuracies may result in the rejection of this Proposal by CLT. Proposers should note that some responses may require separate sheet(s) for response. Those responses should be appropriately marked corresponding to the question. Proposers should use as many additional sheets as necessary to completely answer the question.

The use of the term "Proposer" in this **Form 2** applies to Proposer and all subcontractors of Proposer that will be involved in the performance of the Work pursuant to the Contract unless otherwise noted.

A. FINANCIAL SECURITY

Prior to execution of the Contract, the Company shall be required to furnish CLT with a bond, letter of credit, or other credit instrument ("Financial Security") to secure performance under the Contract. The form, amount and terms of the Financial Security will be governed by the Contract. The Company is required to maintain the Financial Security for as long as the completed Contract is in effect. The actual bond amount will be provided during contract negotiations.

B. FINANCIAL CAPACITY

Proposer is expected to have the financial ability to move forward with the Work, however, Proposer's financial information will not be a required as part of the Proposal. Upon inspection of the Proposals, CLT reserves the right to request all financial information it deems relevant in assessing the validity of the Proposal. Such materials may include, without limitation, an official bank statement, copies of account records certified by a CPA or a letter of credit. If, after reviewing the Proposals, the City requests that Proposer submit financial information as part of its Proposal, Proposer may choose to mark it "CONFIDENTIAL." Financial information submitted in this manner may not be subject to disclosure under North Carolina's public records laws.

C. EXPERIENCE AND QUALIFICATIONS

Furnish a statement detailing Proposer's background, experience and qualifications which at a minimum includes:

- Corporation type;
- State of incorporation;
- Number of years in business;
- Summary of services provided substantially like the Work requested under this RFP;
- Organizational chart reflecting key personnel for the Work including descriptions of their duties under the Contract. Key personnel shall include at a minimum managers and supervisors or the implementation team (as applicable); and
- Names and addresses of at least three (3) companies, excluding CLT, for which the Proposer provided substantially similar Work within the previous five (5) years, provided in the chart below.

	Client 1	Client 2	Client 3
Client Name:			
Description of the Work			
Dates Provided:			
Compensation:			
Point of Contact (POC):			
POC E-Mail Address:			
POC Telephone:			
Key Personnel Assigned to the Work:			

D. PROPOSER HISTORY

Question	Yes/No	If Yes, include an explanation
Has Proposer ever been subject to claims, actions, demands, suits or other litigation (collectively litigation) brought by any airport owner/operator or others over non-payment of rent or fees, or non-performance of similar Work as that requested under this RFP?		
Does the Proposer have any past due arrearages or is the Proposer in breach of any previous or existing contract with the City?		
Has Proposer declared bankruptcy in the past ten (10) years?		
During the past ten (10) years, have any of Proposer's contracts, leases or other agreements been terminated or cancelled, either voluntarily or non-voluntarily, by another Airport owner/operator?		

E. REFERENCES

List three (3) clients, **excluding** the Aviation Department, for whom you have provided

substantially similar work to that requested under this RFP for a reference check. Additional references, including the Aviation Department, may be included on a second form.

Name of Client	
Address	
Contact Person	
Telephone Number:	
E-Mail Address:	
Name of Client	
Address	
Contact Person	
Telephone Number:	
E-Mail Address:	
Name of Client	
Address	
Contact Person	
Telephone Number:	
E-Mail Address:	

F. OPERATIONS PLAN

Proposer should attach an operations plan, clearly marked, that includes information on specific services provided by the Proposer as part of the Work. This could include, without limitation and as applicable, training plan, quality monitoring program, project schedule, implementation plan, transition plan or any other information related to how the Proposer intends to operate in providing the Work to CLT.

G. STAFFING PLAN

Proposer should provide a staffing plan, which includes how staffing support will be provided to ensure the Work is provided in compliance with the Specifications. This could include, without limitation and as applicable, staffing numbers, schedules, types of positions, location of personnel or any other information that demonstrates how Proposer will provide staffing support for the Work.

FORM 3
NONDISCRIMINATION CERTIFICATION

The undersigned Proposer hereby certifies and agrees that the following information is correct:

1. In preparing its Proposal, the Company has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not engaged in or condoned discrimination, as defined in Section 2 below.
2. For purposes of this form, discrimination means discrimination in the solicitation, selection, or treatment of any subcontractor, vendor, supplier or commercial customer on the basis of a person's race, color, gender, religion, national origin, ethnicity, age, familial status, sex (including sexual orientation, gender identity and gender expression), veteran status, pregnancy, natural hairstyle or disability, or any otherwise unlawful form of discrimination. Without limiting the foregoing, discrimination also includes retaliating against any person or other entity for reporting any incident of discrimination. Without limiting any other remedies that the City may have for a false certification, it is understood and agreed that, if this certification is false, such false certification will constitute grounds for the City to reject the proposal submitted with this certification and terminate any contract awarded based on such proposal. It shall also constitute a violation of the City's Commercial Non-Discrimination Ordinance and shall subject the Proposer to any remedies allowed thereunder, including possible disqualification from participating in City contracts or solicitation processes for up to two years.
3. As a condition of contracting with the City, the Proposer agrees to promptly provide to the City all information and documentation that may be requested by the City from time to time regarding the solicitation and selection of subconsultants regarding this solicitation process. Failure to maintain or failure to provide such information shall constitute grounds for the City to reject the proposal submitted by the Proposer and terminate any contract awarded on such proposal. It shall also constitute a violation of the City's Commercial Non-Discrimination Ordinance and shall subject the Proposer to any remedies allowed thereunder.
4. As part of its proposal, the Proposer shall provide to the City a list of all instances within the past ten years where a complaint was filed or pending against Proposer in a legal or administrative proceeding alleging that Proposer discriminated against its subcontractors, vendors or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken.

5. As a condition of submitting a proposal to the City, the Proposer agrees to comply with the City's Commercial Non-Discrimination Policy as described in Section 2, Article V of the Charlotte City Code, and consents to be bound by the award of any arbitration conducted thereunder.

Company Name: _____

Signature: _____

Printed Name: _____

Date: _____

FORM 4
AIRPORT DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) PROGRAM REQUIREMENTS

A. Overview

For this project, the City will negotiate an **ACDBE** participation goal ("Contract Goal") with the Company. The Contract Goal will be made part of the Company's Contract.

B. Submission Requirements

Although the ACDBE Program allows CLT to negotiate a goal with the Company, CLT would like to see how the Proposer expects to utilize ACDBEs throughout the course of the Work. Therefore, **Proposers are required to complete and attach ACDBE Form #3 – Utilization Commitment and ACDBE Form #5 – Schedule of Non-Selected Sub-Concessionaires to their Proposal.**

1. ACDBE Forms # 3 **must** be submitted for this section, stating the ACDBE-certified firm(s) that the Proposer intends to use, and a description of the scope of work for each ACDBE-certified firm identified, INCLUDING the total projected utilization amount for each ACDBE-certified firm identified.
2. ACDBE Form #5 **must** be submitted for this section, stating the ACDBE-certified firm(s) that the Proposer has not selected and their reason for not utilizing them.
3. All ACDBE-certified firms that the proposer intends to utilize **must** be certified by North Carolina Department of Transportation (NCDOT) to count for participation.
4. To search the database of ACDBE-certified firms, please go to <https://www.ebs.nc.gov/VendorDirectory/default.html> and click on "DBE Directory". The Directory will allow a search of all ACDBE certified firms in North Carolina.

C. Additional Information

The Company will also be required to submit ACDBE Form #4 – Letter of Intent for each ACDBE-certified firm the Company commits to use to meet the Contract Goal. These forms are due no later than three (3) business days from the time they are requested by CLT, unless otherwise agreed by the parties.

Form copies of ACDBE Form #3 – Utilization Commitment, ACDBE Form #4 – Letter of Intent, and ACDBE Form # 5 – Schedule of Non-Selected Sub-Concessionaires, can be found on CLT's website at www.cltairport.com under "Business with CLT – Business Diversity Programs – Airport Concession Disadvantaged Business Enterprise (ACDBE) Program".

Company has read and agrees to comply with the above Diversity and Inclusion Program terms and conditions as well as any other terms and conditions set forth in the City's applicable Diversity and Inclusion Plan.

Company Name: _____

Signature: _____

Printed Name: _____

Date: _____

FORM 5
CONFIDENTIAL INFORMATION

Company agrees to comply with all Confidentiality Requirements set forth in this Section. Failure to comply with the Confidentiality Requirements set forth herein may result in the rejection of Company's Proposal or termination of the Contract.

1. **CONFIDENTIAL INFORMATION.** "Confidential Information" means any information in any medium (whether written, oral or electronic), obtained from the City or any of its suppliers, contractors or licensors which falls within any of the following general categories:
 - a. *Plans and Drawings.* Building plans of city-owned buildings or infrastructure facilities, including without limitation as-built drawings of the Facilities, as well as specific details of public security plans, as provided by N.C. General Statute 132-1.7 (a);
 - b. *Trade secrets.* For purposes of this RFP, trade secrets consist of information of the City or any of its suppliers, contractors or licensors: (a) that derives value from being secret; and (b) that the owner has taken reasonable steps to keep confidential. Examples of trade secrets include information relating to proprietary software, new technology, new products or services, flow charts or diagrams that show how things work, manuals that tell how things work and business processes and procedures;
 - c. *Security Plans.* Plans to prevent or respond to terrorist activity, including vulnerability and risk assessments, potential targets, specific tactics or specific security or emergency procedures, the disclosure of which would jeopardize the safety of government personnel or the general public or the security of any governmental facility, structure or information storage system as provided by N.C. General Statute 132-1.7 (a);
 - d. *Privileged Information.* Any attorney / client privileged information disclosed by the City.
 - e. *Other Information.* Other information that is exempt from disclosure under the North Carolina public records laws.

For purposes of this Section, the term "Restricted Data" refers to and includes: (a) all Confidential Information that the City is restricted from disclosing under state or federal law; and (b) all Confidential Information that the City is permitted to withhold from disclosure under state or federal law and has elected to withhold from disclosure

The information described in Sections a and c is a subcategory of Confidential Information called "Highly Restricted Information." Highly Restricted Information is subject to all requirements applicable to Confidential Information, but is also subject to additional restrictions as set forth in this Contract if applicable.

The parties acknowledge that Confidential Information includes information disclosed prior to submission of a Proposal as well as information disclosed after submission.

2. **RESTRICTIONS AND REQUIREMENTS.** The Company shall comply with the following restrictions and requirements regarding Confidential Information:
- a. Company shall comply with the City's Restricted Data Policy, a copy of which is posted on the City's website, and with any instructions or procedures issued by City key business units from time to time with respect to protecting specific types of Confidential Information.
 - b. Company shall not copy, modify, enhance, compile or assemble (or reverse compile or disassemble), or reverse engineer Confidential Information, except as authorized by the City in writing.
 - c. Company shall not, directly or indirectly, disclose, divulge, reveal, report or transfer Confidential Information to any third party, other than an agent, subcontractor or vendor of the City or Company who: (a) has a need to know such Confidential Information for purpose of performing work contemplated by written agreements between the City and the Proposer, and (b) has executed a confidentiality agreement incorporating substantially the form of these requirements. Notwithstanding the foregoing, Company shall not directly or indirectly, disclose, divulge, reveal, report or transfer Highly Restricted to any third party without the City's prior written consent.
 - d. Company shall not use any Confidential Information for its own benefit or for the benefit of a third party, except to the extent such use is authorized under these Confidentiality Requirements or other written agreements between the parties hereto, or is for the purpose for which such Confidential Information is being disclosed.
 - e. Company shall not remove any proprietary legends or notices, including copyright notices, appearing on or in the Confidential Information.
 - f. Company shall use reasonable efforts (including but not limited to seeking injunctive relief where reasonably necessary) to prohibit its employees, vendors, agents and subcontractors from using or disclosing the Confidential Information in a manner not permitted by these Confidentiality Requirements.
 - g. In the event that any demand is made in litigation, arbitration or any other proceeding for disclosure of Confidential Information, Company shall assert these Confidentiality Requirements as grounds for refusing the demand and, if necessary, shall seek a protective order or other appropriate relief to prevent or restrict and protect any disclosure of Confidential Information.
 - h. All materials which constitute, reveal or derive from Confidential Information shall be kept confidential to the extent disclosure of such materials would reveal Confidential Information, and unless otherwise agreed, all such materials shall be returned to the City or destroyed upon satisfaction of the purpose of the disclosure of such information.
 - i. Company shall restrict employee access to the Confidential Information to those employees having a need to know for purposes of their jobs.

- j. Company shall take reasonable measures to prevent the use or disclosure of Confidential Information by its employees in a manner not permitted by these Confidentiality Requirements. Company shall have each of its employees who will have access to the Confidential Information sign a confidentiality agreement which provides the City and its vendors, licensors, subcontractors, employees and taxpayers the same level of protection as provided by these Confidentiality Requirements.
 - k. Company shall ensure that each person who obtains access to Confidential Information through Company (including but not limited to Company's employees and subcontractors) has undergone training sufficient to understand his or her responsibilities with respect to these Confidentiality Requirements.
3. **EXCEPTIONS.** The City agrees that Company shall have no obligation with respect to any Confidential Information that the Company can establish:
- a. was already known to Company prior to being disclosed by the City;
 - b. was or becomes publicly known through no wrongful act of Company;
 - c. was rightfully obtained by Company from a third party without similar restriction and without breach hereof;
 - d. was used or disclosed by Company with the prior written authorization of the City;
 - e. was disclosed pursuant to the requirement or request of a governmental agency, which disclosure cannot be made in confidence, provided that, in such instance, Company shall first give to the other party notice of such requirement or request;
 - f. was disclosed pursuant to the order of a court of competent jurisdiction or a lawfully issued subpoena, provided that the Company shall take reasonable steps to obtain an agreement or protective order providing that these Confidentiality Requirements will be applicable to all disclosures under the court order or subpoena.
4. **REMEDIES.** Company acknowledges that the unauthorized disclosure of the Confidential Information will diminish the value of the proprietary interests therein. Accordingly, it is agreed that if Company breaches its obligations hereunder, the City shall be entitled to equitable relief to protect its interests, including but not limited to injunctive relief, as well as monetary damages.

5. **DATA.** The Company will treat as Confidential Information all data provided by the City or processed for the City or for citizens under these Confidentiality Requirements (including metadata). Such data shall remain the exclusive property of the City. The Company will not reproduce, copy, duplicate, disclose, or in any way treat the data supplied by the City in any manner except that contemplated by this Confidentiality Requirements.

Company Name: _____

Signature: _____

Printed Name: _____

Date: _____

FORM 6
PRICING WORKSHEET

Regardless of exceptions taken, Proposers shall provide pricing based on the requirements and terms set forth in this RFP. Pricing must be all-inclusive and cover every aspect of the Project.

In completing the budget template worksheet, the following instructions should be followed:

1. The Pricing Worksheet (Budget Template) has been provided in Excel spreadsheet in the E. Bidding portal.
2. Pricing must be submitted through the E. Bidding portal.
3. All price increases over the term of the contract must be noted.
4. If/when there is an error in extension prices, the unit prices, when available, shall govern.
5. If/when exceptions are taken, pricing must reflect the requested items as stated in the Specifications and as if the exceptions were not accepted by the City. However, in a separate section Proposer shall include any cost savings attributed to the exceptions if accepted by the City.
6. All discounts should be computed into the prices offered where feasible. When a prompt payment discount is offered, it will not be considered in the award of the Contract except as a factor to aid in resolving cases of identical prices.
7. Additional costs associated with the Work must be added as separate line items to the worksheet.

It is understood that the pricing, terms and conditions of this Proposal confirm with the requirements set forth in this RFP and are firm and irrevocable unless provided in writing to CLT.

Company Name: _____

Signature: _____

Printed Name: _____

Date: _____

SECTION 3: SPECIFICATIONS AND CONTRACT

EXHIBIT A **SPECIFICATIONS**

I. BACKGROUND

A. CLT Overview & Statistics

Charlotte Douglas International Airport ("CLT") is owned and operated by the City of Charlotte ("City") and is among the world's busiest airports. In its 2024 preliminary rankings, Airports Council International put CLT as the sixth busiest airport worldwide for aircraft operations and seventh in North America for total passenger volume. Globally, CLT's passenger traffics ranks 23rd.

Passenger counts reached 58.8 million passengers in 2024, while aircraft arrivals and departures rose to 596,583. That followed a pandemic downturn from the 2019 record-breaking 50.2 million passengers. CLT offers nonstop air service to more than 186 destinations around the globe and is home to eight major air carriers, 15 regional carriers, and three foreign flag carriers.

Airport passengers initiating their trips at CLT are the foundation for the demand of Parking and Valet Services. Total origin and destination ("O&D") enplanements account for approximately 30% of all passenger traffic and the Airport served approximately 9 million local passengers in 2024, an estimated 9.5% increase from 2023 and a 26% increase from 2022. CLT's goal is to be the preferred airport and airline hub by providing the highest quality product for the lowest possible cost.

B. Existing Parking Services

CLT's current Parking Services consist of continuously operated parking facilities and a Parking Call Center (consisting of a parking hotline and dispatch system) with year-round, 24-hour day, 7-day a week coverage. Parking facilities include garages, lots, entrance/exit plazas, and all associated equipment, including entry/exit lane equipment, computerized parking control systems ("PARCS"), online booking system, assisting customers, and lot patrol (including lot and equipment inspections). The Parking Hotline is provided by CLT and published as the primary telephone number for parking related calls. Historical data outlining the public parking operations is provided in **Exhibit D – Current Operations**.

C. Existing Valet Services

CLT's Valet Service is a popular alternative to our self-park lots. Valet is offered at the terminal curbside and through an Express Deck Preferred product and currently consists of 2,400 reserved valet parking spaces under current lot allocation and design. The use of the Valet Services fluctuates within a range

between 5,000 and 6,000 transactions per month. Historical data outlining the valet parking operations is provided in **Exhibit D – Current Operations**.

D. Parking and Valet Services

The Services provide for a unique opportunity to offer first-class, state-of-the-art parking services and support at a major airport with continuous growth over recent years.

- A. Option A consists of providing staffing for Parking Services provided at the Airport.
- B. Option B offers the opportunity to manage and operate the CLT's ever growing Valet service.
- C. Option C offers the chance to consolidate both opportunities for overarching management of a key aspect of CLT's success.

The successful proposer will have the opportunity to expand the current operations and incorporate new amenities and ideas.

SCOPE OF SERVICES

The Scope of Services for all options is included below. The proposal should include all of the elements of the selected options as outlined in the following sections as well as suggested improvements or opportunities.

For any option(s) selected, the proposer shall provide the following:

- Operations and Service Plan(s) based on the requirements set forth in the below specifications. Any Operations and/or Service Plan(s) shall include, at a minimum, the Company's proposed solution and/or approach to the requirements, a process to address customer service (to include complaints), a staffing plan, amenities offered, employee training, uniforms, and employee retention.
- Implementation Plan(s) that include, at a minimum, a timeline for implementation of the services included below, as well as a proposed timeline for service improvements or additional amenities suggested by the Company.

A. Parking Services

Performance Standards

1. **Parking Services**: Below is a list of the services that must be provided under the Parking Services. Company shall provide a Staffing Plan, including scheduling, that meets or exceeds all Required Services as well as any additional services from which CLT may benefit. The Staffing Plan shall include all personnel necessary to provide the required services listed below and must include an organizational structure, hiring plan, and scheduling plans including both annual and quarterly staffing.

Required Services

- Provision of parking information and immediate assistance to customers using the Airport's public and employee parking facilities. Customer requests for information of assistance can come from a variety of sources, including but not limited to the Parking Hotline, Parking Assistance call boxes, Parking and Revenue Control Devices, or CLT radio. The proposer shall be responsible for fielding requests from these sources on a 24-hour, 7 day a week basis and providing the requested information or dispatching the appropriate resources.
- Assistance to customers with parking related needs including, but not limited to, locating lost vehicles, inflating a flat tire, and jumping a dead battery.
- Provision of fuel in instances where the customer is impeding traffic.
- Assistance with traffic control as requested by CLT for special events outside normal obligations.
- A system for tracking information and assistance requests, to include dispatched service response times based on the time the call came in, the time the field staff reached the customer, and the time the customer need was resolved.
- A system for receiving, logging, and responding to all customer complaints in writing, to include utilizing any CLT customer service, complaint systems, or applications.
- Tracking service tickets, priorities, and incidents or issues for all PARCS equipment.
- Collecting and logging all lost items, to include bringing to the Airport lost and found.
- Inspection of the facilities on a daily basis, to include monitoring of all equipment and fixtures to ensure working order. This includes future modifications, daily inspection of PARCS equipment, performance of light maintenance (first level maintenance) on PARCS equipment, PARCS equipment spare parts tracking, and systems CLT installs.
- Conducting parking lot counts, to include tracking and recording counts, using a system specified by CLT.
- A communication plan that includes, at a minimum, communication with customers and with CLT. The CLT communication plan should include, but may not be limited to, processes for providing the Airport customer call information, customer complaint information, facility maintenance needs, facility repair needs, emergency maintenance or repair needs, or emergency situations.

The successful proposer shall provide the vehicles needed to complete the tasks required as part of this Scope of Work. Other necessary equipment (including radios) will be provided by CLT for the Parking Services. Where proposing under Option C, the need for Valet Cashiers and Valet runners can be combined with these Staffing Services.

2. Staffing Levels: Staffing levels will be adjusted based on passenger levels and business demands. Company shall provide a staffing plan that includes

recommended staffing levels for the required services, including but not limited to proposed schedules, how schedules should vary through the year, and any extra duties. Company shall be required to submit schedules on a weekly or bi-weekly basis for CLT approval.

3. Reporting:

- Incident Reports upon occurrence
- Police Reports upon occurrence
- Daily PARCS Reports
- Daily Operating Reports
- Monthly Management and/or Operational Reports
- Monthly CLT System and/or Customer Service Reports
- Quarterly Financial Reports
- Annual Financial Reports
- Additional Reports as Required and Requested by CLT

4. Compensation

- A. Parking Management Staffing:** Company shall provide hourly rates per position that correspond to the staffing plan, including details for how and when price adjustments would be made to pay structure. Hourly rates shall be broken down. When applicable, Company shall provide burdened rates for each position. .
- B. Reimbursable Expenses:** Company shall provide a breakdown of operating expenses by category, including details for annual price adjustments, as part of any annual budget or budget adjustment. CLT reserves the right to approve additional reimbursable expenses..

B. Valet Services

Performance Standards

- 1. Valet Service Goals:** CLT intends to offer a premium product, with a unique, world-class experience that sets itself apart from standard airport valet operations, to customers of CLT's Valet Service. Company's services shall reflect this goal throughout all services offered and all metrics provided.
- 2. Valet Services Personnel:** Company shall provide a Staffing Plan that includes daily provision of management through a salaried General Manager or Assistant General Manager, a minimum of one supervisor on duty at all times, and the necessary number of valet runners/drivers and cashiers to meet the needs of the Valet Services. Labor should be managed with a focus on the goal of providing supervision and management to front line workers and back of house administrative support at all times. A license plate inventory of all vehicles parked at the storage decks or lots and a manual count of available spaces shall be provided daily. The final Staffing Plan

shall be approved by CLT. Company shall comply with the approved final Staffing Plan.

3. Reporting:

- Daily Operating Reports
- Daily License Plate Inventory (equipment provided by CLT)
- Monthly Monetary Shortages
- Monthly Incident Report
- Quarterly Financial Reports
- Annual Financial Reports
- Additional Reports as Required and Requested by CLT

4. Areas of Operation

A. **Current Operations:** Valet Services currently operate on level one of the Hourly Parking Deck with a marked entrance accessible from Josh Birmingham Parkway, across from the terminal, and the Express Deck Preferred product accessible from Wilkinson Boulevard. Valet Services include the vehicle drive lanes and the Valet Customer Service Lobby. Vehicles checked in at the Valet are parked and stored at the Express Deck Preferred product (the "Valet Storage Site"). Please refer to the Airport space map on **Exhibit F – Airport Maps**. Current operations are subject to change, including but not limited to products being combined, products being removed, and the Valet Storage Site changing location. The successful proposer should provide a plan for maximizing space usage, to include storage space, through a manual or electronic process, that may include reallocation or redesign of existing space.

B. Drop Off and Pick Up:

- i. Customer wait time is a key performance metric of CLT's Valet Services.
 - (a) Proposer shall recommend specific metrics, to include methods for tracking and reporting on those metrics. CLT prefers an automated process.
 - (b) Proposer shall provide a plan for minimizing wait time, to include contingency plans to mitigate irregular traffic or other situations.
- ii. Proposer shall include a plan for vehicle inspection, to include specific items as provided by CLT, and exterior damage.
- iii. Proposer shall include luggage assistance as part of staffing, to include both in the vehicle lanes and office spaces, and recommendations for future options.
- iv. No staging of the vehicles is allowed in the drop off areas.
- v. Proposer should include a standard operating procedure, to be updated annually, which includes at a minimum a summary of the drop off and pick up procedure, including any information or services available to the customer to facilitate them requesting their vehicle for pick up.

C. **Customer Service**

- i. Customer Service is a key performance metric of CLT's Valet Services.
 - (a) Company shall identify specific customer service metrics, track said metrics, and regularly report to CLT on said metrics.
- ii. Company shall provide a customer service plan, to be updated annually, that includes, at a minimum, a method for tracking requirements, amenities offered, flexibility to changing Airport needs, and internal modifications to Company processes or policies.

D. **Vehicle Intake Process:** Successful proposals shall detail customer drop off interactions, vehicle logging procedures, and procedure for maximizing revenue generation.

E. **Customer Entrance/Exit Procedures:** Company shall detail all aspects of the customer entrance/vehicle drop off and customer exit/vehicle pick up procedures, to include customer greetings and other personalized or unique customer service elements to support the goal of a premium service. Detailed procedures may include bespoke elements for reservation customers or other efforts. Any customer service script or greeting will be subject to CLT approval and may be subject to change based on CLT's seasonal or event based needs.

F. **Valet Runners:** Proposer shall indicate how Valet runners will operate to ensure key performance metrics are met. Valet runners shall be in uniform, neat in appearance, and able to move as quickly as possible as conditions allow.

G. **Claim Tickets:** Proposer shall recommend a Claim Ticket system, whether paper or digital, that is scalable and improves customer service experience. Include in the proposal documentation of the recommended system, including any terms or conditions the customers would be required to agree to in order to use the Valet Services. CLT reserves the right to advertising through any recommended system.

H. **Vehicle and Key Accountability:** All vehicles must be accounted for daily and all keys must be kept in a secured and locked area. Proposals shall include a process for auditing vehicle and keys on a daily schedule.

I. **Valet Transportation Needs:** The successful proposer shall provide the vehicles needed to complete the tasks required as part of this Scope of Work. Proposals shall include how the Valet transportation needs will be met.

5. Amenities

Currently the Valet operator offers additional services for customers. These services include car wash, car detailing, tire service, oil change, vehicle fueling, and state inspections. Include in the proposal a commitment to continue these amenities as well as any additional services your Company will offer to the Valet customers. Additional services and prices are subject to CLT's approval. The successful proposer shall include the method by which the Company will provide these services in the space allotted.

6. Compensation

- A. Management Fee:** The Company's Management Fee shall be paid for the operation and management of the Valet Services. This fee will be above and beyond the established reimbursable expenses. The yearly totals should be reflected in a format substantially similar to that provided in **Exhibit E – Budget Template**.
- B. Pay Structure:** Company's pay structure shall include staffing breakdowns, hourly rates, and methods of pay (to include tipped employee processes) that meet the needs of the Valet services, achieve CLT's goal of excellent customer service, and maintain elements of scalability and flexibility. Any decision to increase or decrease staffing will remain at the sole discretion of CLT and will reflect Airport needs in addition to cost considerations. Hourly rates for tipped employees should reflect the opportunity for increased wages through customer service and meet CLT's goals for low/managed labor costs.
- C. Reimbursable Expenses:** Company's annual budget shall include a breakdown of operating expenses by category, including details for annual price adjustments, in a format substantially similar to **Exhibit E – Budget Template**.
- D. Incentive Payment:** Company's Incentive Payments shall be oriented toward the goal of incentivizing local staff to provide the high level of customer service sought by CLT through performance of these services. Award of any Incentive Payment shall reference trackable key performance indicators, including but not necessarily limited to staffing, vehicle movements, and other labor related metrics.

C. Parking Management and Valet Services

- 1.** Company shall provide Staffing Plan that includes a unified structure with dedicated staff for both Parking Services and Valet Services. Company shall provide recommendations for staffing efficiencies, opportunities for consolidation of customer service and other performance requirements, and an organizational chart that includes at a minimum a general manager and dedicated assistant general managers as well as all supervisor levels, front line employees, and other potential

positions for each service. Staffing Plans shall include Full Time Employee (FTE) based allocations between the two services in the event of a position exhibiting overlap.

2. Reporting shall include service specific reports as outlined for both services. The following reports may be combined:
 - Daily Financial Reports
 - Monthly Financial Reports
 - Quarterly Financial Reports
 - Annual Financial Reports
 - Additional Reports as Required and Requested by CLT.

D. Operations: General (All Options)

1. Implementation Plan

The successful proposer will be responsible for preparing and managing an orderly and effective transition and start-up of the Services. As part of the proposal, please include an Implementation Plan.

2. Management

On a quarterly basis CLT and the successful proposer will meet in person to discuss any operational and contractual concerns. Proposals shall provide the staff and/or corporate management that would be included in such meeting.

3. Budget

Contract services awarded under Options A, B, or C will be performed on a Fiscal Year basis, July 1 – June 30. The successful proposer(s) must submit a proposed budget outlining the projected cost of the Services for the full allowable Term of seven (7) years.

4. Service Level Agreements

The successful proposer shall be subject to Service Level Agreements (SLAs) for key performance areas to ensure consistently effective and efficient services under the awarded Contract. The key performance areas are Staffing, Equipment Maintenance and/or Repair, and Customer Service.

5. Operating Procedure Documentation

The successful proposer shall provide CLT a copy of their Employee Handbook and a Standard Operation Procedures Manual, to include preventative maintenance of PARCs equipment, dispatch procedures for both customers and equipment outages, customer service, cash handling, scheduling, staffing, and other procedures as identified by CLT.

6. Monetary Shortages

The successful proposer will be responsible for any monetary shortages as determined by the difference between the revenues collected and the number of transactions. Shortages include refunds provided to customers that do not comply with CLT refund policies. A report reflecting these shortages must be provided to CLT each month. Upon receipt CLT will invoice the successful proposer for such shortages.

7. Claims

The successful proposer will be responsible for any customer claims that arise from the provision of the Services.

8. Valet Computer System

Details of CLT's current valet management system will be provided by addendum. Proposals may include recommendations for different or updated systems, to include advantages gained in customer service and operations through any change.

9. Training

Proposer shall recommend a process for training all required staff on CLT systems, Customer Service, proposer's internal processes, and any other required training for services under the proposed Options. This includes, but is not limited to, training CLT staff on any systems proposed, Standard Operating Procedure manuals, and processes for improving Parking Management and Valet Services.

10. Customer Complaints

The successful proposer is responsible for responding to customer complaints, whether sent or communicated directly to the successful proposer or otherwise provided through CLT systems or channels. At a minimum, responses shall be in writing, provided within 24 hours during business days, and provided to CLT. All complaints received directly by CLT will be sent to the successful proposer as part of the response duties. As part of the proposal include how these complaints will be handled, tracked, and reported to CLT.

11. Badging

The successful proposer's employees may be required to apply and qualify for an Airport security badge prior to employment. In the event badging is required, badges shall be worn at all times and are required before duties commence on Airport premises. The standards adopted by the Transportation Security Administration for the issuance of these security badges are captured in Title 49 of the Code of Federal Regulations, Part 1542.

12. Personnel Background Checks & Assurance

The successful proposer must conduct background checks, separate and apart from that required for a security badge, for all personnel providing Services at CLT. As part of the proposal include the type and scope of the background checks conducted, including at a minimum a driver's record check. The proposal should be clear on what the proposer would consider a disqualifying offense. Further, all personnel providing Services at CLT must be bonded against theft, embezzlement, and other losses of customer and CLT property.

13. Personnel Driving Requirements

All personnel providing Services at CLT must have a valid North Carolina license. Further, while operating at CLT the successful proposer's employees must obey all traffic laws, rules and regulations or operating directives of CLT staff. The successful proposer's employees who will drive CLT owned vehicles must also qualify for a CLT Driver's Permit. This requires a separate motor vehicle records check performed by CLT.

14. Uniforms

The successful proposer will supply employees with uniforms with the Company's insignia, required badges, and name tags. Valet Drivers should be provided with unique uniforms to distinguish them from Staffing employees. For relevant positions, the successful proposer should also provide inclement weather gear. As part of the proposal, pictures of the uniforms must be provided. All uniforms will be subject to approval by CLT and subject to change with reasonable notice.

15. Storage and Office Space

Proposals shall include space requirements for administrative needs. Limited office and storage space may be made available to the successful proposer. The location and amount of the available space will depend on the scope of the awarded Contract (i.e., Option A, B, or C). Proposals for Option B or Option C shall include Company provided administrative space and/or storage space at the Valet Storage Site (e.g., trailers, etc.).

16. Airport Concessions Disadvantaged Business Enterprise (ACDBE) Requirement

The successful proposer will comply with CLT's ACDBE program requirements, in accordance with 49 CFR Part 23.

17. Taxes, Licenses, and Fees

The selected proposer will be responsible for any applicable taxes, licenses, permit fees or other applicable costs associated with the Services that may be levied by the City, County, State, Federal or other agencies.

18. Performance Bond

A performance bond of fifty percent (50%) of the total estimated annual value of the contract will be required of the selected proposer. The acceptable use of such is set forth in the Services Agreement attached below as **Exhibit B – Sample Contract (to be provided with Addendum)**.

19. Advertising and CLT Trademarks & Logos

CLT retains the right to advertising at all locations where the Services operate. Further, any use of CLT's trademarks and logos by the successful proposer is prohibited absent written consent by CLT.

II. ELIGIBILITY AND DISQUALIFICATION OF PROPOSERS

A. Initial Eligibility of Proposers

1. Experience

Proposers, regardless of the Option(s) proposed, must be able to demonstrate at least five (5) years of experience specific to the Services requested under the Option(s) at an operation of similar size. For Parking Management, similar size is based on the number of parking spaces and transactions. For Valet Services, similar size is based on number of transactions. Historical data outlining this information is provided in **Exhibit D – Current Operations**. As part of the proposal also include any relevant experience of providing the Services at other airports. If a Company was

formed within the last five years, then the controlling interest of ownership or the Company's management must meet these requirements.

2. Post Award Conference. A post-award conference may be scheduled as soon as practical after the award of the Contract. The Company shall attend the conference along with the Company's prospective Project Manager and any anticipated major subcontractors and shall provide at such conference a written schedule for the delivery of any Work for which no delivery dates have been specified in this RFP.
3. Notice to Proceed. The Company shall not commence work or make shipment under this RFP until duly notified by receipt of the executed Contract from the Airport. If the Company commences work or makes shipment prior to that time, such action is taken at the Company's risk, without any obligation of reimbursement by the Airport.
4. Options and Accessories. The Airport may in its discretion purchase from the Company options and accessories beyond what is called for in the Specifications, provided that such purchase does not create unfairness and defeat the purpose of the procurement statutes or policies.
5. Documentation. The Company will provide, where applicable, for all Work purchased under this Contract, written or electronic documentation that is complete and accurate, and sufficient to enable Airport employees with ordinary skills and experience to utilize such Work for the purpose for which the Airport is acquiring them. Such documentation may take the form of user manuals or online instruction.
6. **Training.** The cost of all training referenced in this Section must be included in the Proposal Pricing. The Company shall be responsible for initially training all necessary Airport employees, as well as new or additional employees as needed on an on-going basis, on using the Company's products or systems necessary under this Contract, including without limitation any online ordering or invoicing systems and providing documented step-by-step instructions to each of the Airport's authorized users.

Explain the training curriculum available to support the Company's proposed solution. The Company shall schedule training classes and modules to align with appropriate phases of the Project. The Company shall submit a preliminary Training Plan outlining the content, sequence and duration of each segment of each training session necessary to thoroughly and comprehensively train Airport personnel to fully utilize the Work (the "Training Plan"). Additionally, the Training Plan will:

- a. Provide comprehensive "train the trainer" training for the designated numbers of Airport designated personnel;
- b. Consider classroom resources and personnel scheduling;
- c. Include a written description of the training courses that will be conducted, the maximum number of participants allowed for each session, and the total number of hours required for each participant to be trained; and
- d. Include on site (at CLT facilities) and internet/web based available options.

7. Compliance With Security Measures. Company acknowledges and agrees that:

11.1 The City's Aviation Department has offices in the secured area of the Terminal, access to which is subject to security measures imposed by the United States ("Airport Security Program") and enforced by the Transportation Security Administration;

11.2. Access to the Aviation Department, to the airfield or other secured area by Company's officers and employees shall be limited to and conditioned upon compliance with the Security Plan as it exists upon the effective date of this Contract, and as may be modified from time to time;

11.3. Company's officers and employees who need regular access to the secured areas will have to apply for and qualify for security identification badges ("Security Badges") issued by the Aviation Director;

11.4. Company shall company and ensure its employees comply with the Airport's Security Standards and AOA Standards, as amended from time to time, which can be found at www.cltairport.com/credentialing; and

11.5. Company may also have to comply with additional project specific requirements, which if applicable, will be included in the Specifications or scope of work of this Contract; and

11.6. City shall not be liable to Company for any diminution or deprivation of Company's rights hereunder on account of the inability or delay of Company or his officers or employees to obtain a Security Badge, regardless of the reason; and

11.7 Pursuant to the discretion of CLT, the Company may be required designate at least two personnel as "authorized signers." The authorized signers must hold a valid CLT badge and are responsible for all required training and the completion of all required documents and process steps to secure and retain valid CLT badges for the employees and subcontractor employees. The authorized signers may need to conduct these activities at the CLT airport.

8. Liquidated Damages. The Company acknowledges and agrees that the Airport may incur costs if the Company fails to meet the certain requirements set forth in this Contract. The Company further acknowledges and agrees that: (a) the Airport may be damaged by such failures, including loss of goodwill and administrative costs; but that (b) the costs that the Airport might reasonably be anticipated to accrue because of such failures are difficult to ascertain due to their indefiniteness and uncertainty. Accordingly, the Company agrees to pay liquidated damages at the rates set forth below. The parties agree that the liquidated damages set forth below shall be the Airport's exclusive remedy for loss of goodwill and administrative costs attributable to a failure by the Company to meet certain requirements of this Contract but shall not be the remedy for the cost to cover or other direct damages. *[Insert applicable liquidated damages this should include any cost you can foresee that the Airport would accrue do to the Company's failure to perform.*

III. Environmental Preferable Purchasing. The Airport promotes the practice of environmentally preferably purchasing in acquiring products. Attributes that may be taken into consideration as environmental criterion (defined below) include the following: recycled content, renewable resources, recyclability, packaging, biodegradability, reduced toxicity, energy and water efficiency, low volatile organic compounds durability and take back options.

IV. Safety and Health.

- a. The Company agrees that it will provide a safe and healthy workplace and to correct any unsafe condition or safety or health hazard. This includes the Company's commitment to comply with all federal (OSHA), state and local laws and regulations. The Company agrees to promptly investigate all hazards, unsafe conditions and accidents brought to its attention and to promptly mitigate all hazards and unsafe conditions its onsite investigation reveals.
- b. The Company agrees that it alone bears the responsibility for providing a safe and healthy workplace, and that nothing in this Agreement suggests that the CLT has undertaken or assumed any part of that responsibility.
- c. The Company will provide employees with safety and health orientation and training to perform their jobs safely, including instruction in proper work methods, use of protective equipment, and safe maintenance, handling and use of materials and equipment. The Company agrees to pay employees for attending such orientations and training. The Company will not ask or allow any employee to work or operate any equipment until the employee has received all relevant safety and health training.
- d. The Company will furnish, at its expense, all safety and personal protective equipment (PPE) required by the hazard assessment conducted by the Company prior to beginning work for the protection of employees.

- V. **Other Agencies.** At the option of the Company, the services and/or products provided under the Contract resulting from this solicitation may be provided to other governmental agencies, counties, and cities under the same terms and conditions (such as price, services, and products) that are described in this Contract. Each governmental agency allowed by the Company to purchase goods and/or services in connection with this Contract shall do so independently of the City; such agency is responsible for its own purchases and must review the goods and/or services prior to acceptance. The City shall have no liability to any entity arising from such third party's purchase of goods and/or services from Company in connection with this Contract.

EXHIBIT B
SAMPLE CONTRACT (TO BE PROVIDED WITH ADDENDUM)

EXHIBIT C – INVOICING REQUIREMENTS

Payments shall be made for fees and reimbursable costs, if applicable, upon submission of an invoice stating the nature and quantity of work performed and accompanied by proper supporting documentation, including without limitation, itemized receipts, as the City may require. Costs, including, without limitation, labor, material and reimbursable expenses, shall be itemized on each invoice. Failure to submit full supporting documentation may be cause for invoice rejection or delay in payment. In order to more efficiently process payments, the Aviation Department requests compliance to the following:

1. **Request a purchase order (PO) before delivering goods and/or services** unless a P Card is being used to facilitate the payment transaction.
2. **All invoices must clearly state:**
 - a. Company Name and Address
 - b. City of Charlotte vendor registration number
 - c. Company invoice number (if applicable)
 - d. City of Charlotte contract number
 - e. City of Charlotte purchase order number
 - f. The appropriate PO line number for each item
 - g. Airport Project Manager name
 - h. Charlotte Business INClusion Form #6

Invoices with supporting documentation should be consolidated into one file/attachment in a PDF format. If invoice and supporting document consolidation is not an option, the supporting documentation should include the appropriate invoice number and PO number.

3. When a contract has been issued, the **contract number and PO number** must appear on each invoice and a **sales tax statement** must be attached
4. **Include all applicable sales taxes on the invoice as separate lines** and not combined with the cost of goods. The City of Charlotte is **not** exempt from sales tax.
5. Company must send a **draft invoice** to the Airport Project Manager for review and **approval**. If revisions are necessary, the Airport Project Manager will notify the Company. Corrections must be made **before** an invoice is submitted to City of Charlotte, Accounts Payable.
6. **Details** – Each deliverable identified, in which a separate fee or percentage of the Total Compensation is assigned will be listed on a separate line i.e. labor, materials, shipping/freight, bidding, construction administration, etc.

7. A **summary statement** showing total contract total value, amount previously billed, % of contract completion, open contract amount. Subsequently for each PO number, original values, amount billed to date, and % of completion.
8. Reimbursable expenses must be listed below the base fee billing and clearly convey the same information, preferably using the same format.
9. **Email invoices** to:
 - a. cocap@charlottenc.gov (add in email subject line: Aviation – (insert PO#) and copy;
 - b. [Airport Project Manager](#)
 - c. [Claire Butler \(Claire.Butler@cltairport.com\)](mailto:Claire.Butler@cltairport.com), [Aviation CBI Business Diversity & Development Manager](#)

EXHIBIT D – CURRENT OPERATIONS

1. Existing Valet Services

A. Staffing – FY 2024 (July 1, 2023 – June 30, 2024)

Hours by Position				
Month	Shift Leads/Supervisors	Valet	Auditor	Cashier
July	2,552.70	5,346.99	670.92	2,214.82
August	2,338.29	6,042.79	702.21	2,221.58
September	2,249.29	5,904.40	729.77	1,743.19
October	2,679.77	6,054.97	926.86	1,680.22
November	2,907.56	5,480.43	907.31	1,971.65
December	2,518.86	5,243.12	762.46	1,848.31
January	2,651.18	4,940.31	706.02	1,923.32
February	2,332.49	4,553.67	710.75	1,823.05
March	2,635.22	4,996.09	732.02	2,177.57
April	2,529.33	5,145.55	579.56	2,137.74
May	2,433.65	5,457.48	532.49	2,221.00
June	2,642.55	5,021.71	575.06	2,131.01
Total	30,470.89	64,187.51	8,535.43	24,093.46
Average Hours	2,539.24	5,348.96	711.29	2,007.79

B. Transactions – FY 2024 (July 1, 2023 – June 30, 2024)

Service Month	Number of Transactions
July	4,810
August	4,900
September	5,191
October	5,906
November	4,565
December	4,161
January	3,988
February	4,087
March	4,426
April	4,485
May	4,445
June	4,540
Total	55,504

2. Existing Parking Services

A. Staffing – FY 2024 (July 1, 2023 – June 30, 2024)

Position	Total Annual Hours (FY 2024)	Total Monthly Hours (FY 2024)
Lot Attendant	146,851	12,237
Customer Service	36,088	3,007
Field Supervisor	17,010	1,417
PDR Supervisor	13,905	1,158
Bookkeeper	4,160	346
Trainer	2,080	173

B. Surface Lots and Parking Decks

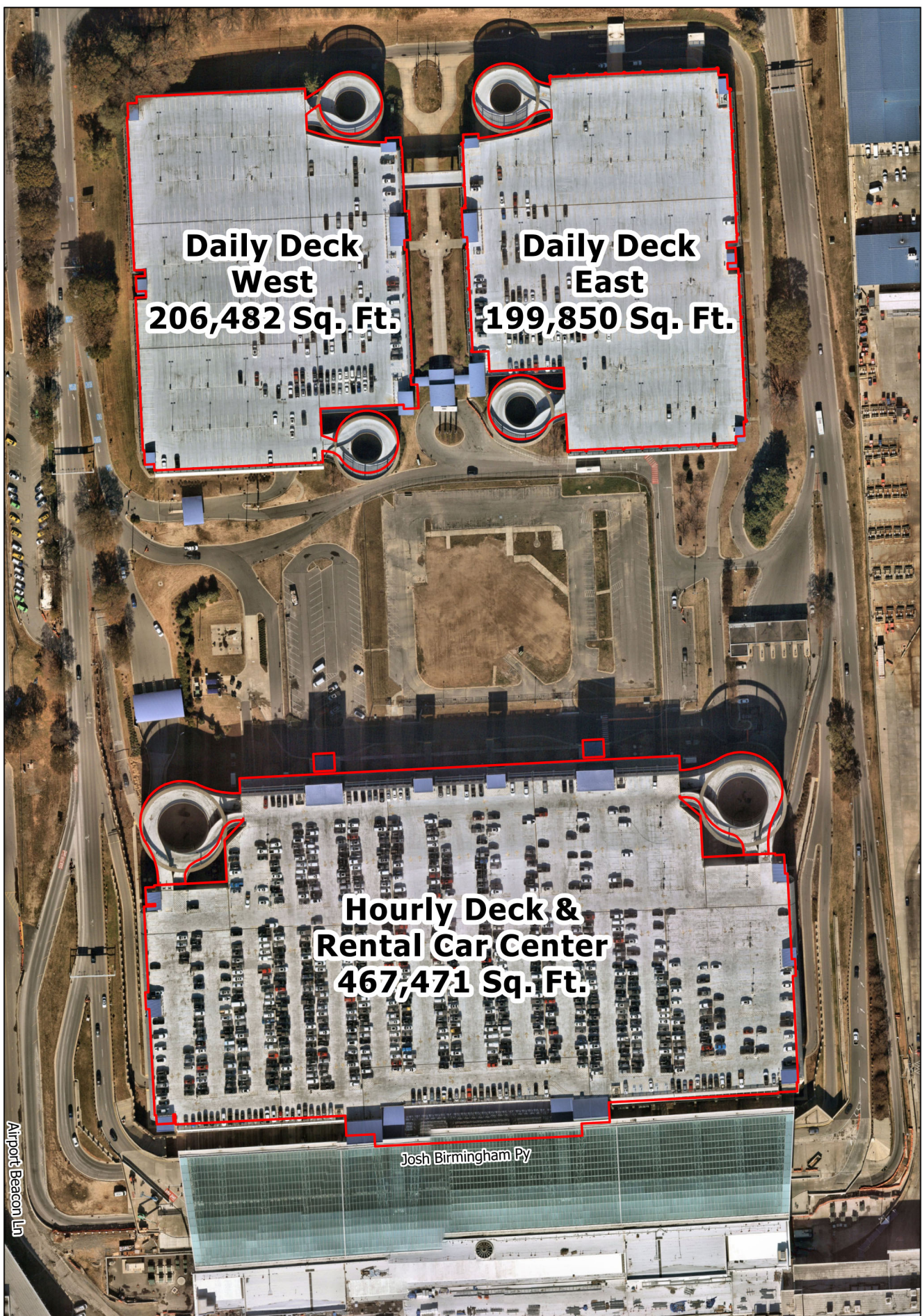
Product	Total Number of Spaces
Hourly Deck (levels 4-7)	4,437
Daily Deck	5,898
Long Term 1 Lot	3,129
Long Term 2 Lot	5,134
Daily North Lot	742
Express Deck Self Park	2,994
Express Deck Preferred	2,257
Total Parking Spaces	24,591

EXHIBIT E - BUDGET TEMPLATE

VALET AND/OR PARKING SERVICES BUDGET WORKSHEET						
DESCRIPTION	FY2027	FY2028	FY2029	FY2030	FY2031	Explanation of Cost/Additional Detail/Notes
Personal Services/Labor/Personnel						
Wages - Salary						
Wages - Hourly						
Wages - Overtime						
Payroll Taxes						
Workers Comp						
Health Insurance						
*List other items as needed						
Total						
Operating Expenses						
Management Fees						
Office Supplies						
Lot Supplies						
Uniforms						
Mystery Shops						
Customer Support Supplies						
Licenses/Fees/Inspections						
Postage						
Phones						
Utilities						
Liability Insurance						
*List other items as needed						
Total						
Total Expenses						

Provide a Budget for each Calendar Year of the potential Contract for either Option A (Parking Services), Option B (Valet Services), or Option C (Both Parking Services and Valet). If Option C is selected, please provide additional detail as to what Personal Services and Operating Expense line items are applicable to which service. Any price increases must be factored into subsequent budget years and additional detail must be provided as justification for the price increase (e.g., a 2% annual increase for salaries). Proposed Budgets need not copy this format or wording , but should generally reflect the breakdown of line items across each year of the potential Contract. Please add additional lines or pages as needed. When

EXHIBIT F – AIRPORT MAPS



 Parking Lot Boundary	Daily Deck & Hourly Deck	   <div>Created by: Jerry Krieger</div> <div>Map Date: 02/26/2025</div> <div>Modified Date: 02/27/2025</div>
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