AMENDMENT NO. 1
CBE 832
CONTRACT FOR CUSTOMER SERVICE DEVELOPMENT PROGRAM

THIS FIRST AMENDMENT is made this _____ day of ________________ 2018, by and between
CLARK COUNTY, NEVADA, a political subdivision of the State of Nevada through its Department of Aviation
hereinafter referred to as "OWNER" and Customer Service Experts, Inc. (hereinafter referred to as
"CONSULTANT").

W I T N E S S E T H:

WHEREAS, the parties entered into a contract on April 5, 2016, for a Customer Service Development
Program; and

WHEREAS, OWNER and CONSULTANT desire to amend the terms of the contract.

NOW, THEREFORE, the parties in consideration of the premises and of the mutual covenants,
considerations, and agreements herein contained, agree to revise the contract as follows:

1. WITNESSETH, delete the not to exceed annual amount of $105,860.00 and replace with a
   revised not to exceed annual amount of $133,510.00.

2. SECTION V, Paragraph A, delete the not to exceed annual amount of $105,860.00 and replace
   with a revised not to exceed annual amount of $133,510.00.

3. SECTION VII, Paragraph O, TERM, revise the term of the contract to the date of award of
   Amendment No. 1 through June 30, 2019, with three (3) one-year renewal options.

4. EXHIBIT A, SCOPE OF WORK, delete in its entirety and replace with the attached Revised
   Exhibit A, Scope of Work.

[Remainder of page intentionally left blank.]
All other portions of the contract remain as written. The contract as amended constitutes the entire contract of both parties and shall be construed in accordance with, and governed by, the laws of the State of Nevada.

OWNER:

CLARK COUNTY

By: ROSEMARY A. VASSILIADIS
    Director of Aviation

CONSULTANT:

CUSTOMER SERVICE EXPERTS, INC.

By: LISE D'ANDREA
    President & CEO

APPROVED AS TO FORM:

STEVEN B. WOLFSON
District Attorney

By: TIMOTHY BALDWIN
    Deputy District Attorney
THE CSE DIFFERENCE

Companies partner with CSE to provide the foundational work for continually innovating and improving on the customer’s experience. CSE has been delivering, designing and creating customized programs aimed at enhancing the employee and customer experience within the airport industry for more than fifteen years. Our acumen, experience and results-driven culture provide our clients with performance measurement and employee development initiatives that are unmatched. CSE has the experience, results and stellar reputation that align with McCarran International Airport’s expectations of quality, value and success in delivering an optimal passenger experience.

Customer Service Design, Development & Measurement Experts

With over 20 years’ experience in the customer service development business, we have served hundreds of clients across multiple industries throughout North America. Known as practice leaders in customer service transformation, we have developed a best practices approach which we bring to each client engagement.

Our eC²® (Every Connection Counts) trademarked service development model is at the core of our work and provides a solid foundation for program development. We continue to evolve our service and product offerings through continued feedback and measurement. At CSE, we consistently follow our own service standards and behaviors each and every day: Courteous, Developmental, Responsive and Efficient.

The CSE team is comprised of industry experts and customer experience practitioners. Each of our team members have worked at the front line, managed teams, held leadership roles and served in positions at the corporate level. CSE applies expertise and know how vs. pure theory. We are subject matter experts and highly qualified in how we deliver our products and services. Many on our team have earned the CEM (Customer Experience Management) certificate, supporting our mission to successfully design and implement a customer experience strategy within complex organizations. Additionally, CSE is an active member of ATD (Association for Talent Development), the world's leading association of workplace learning and performance professionals.
Extensive Airport Industry Experience

CSE has been a leader in the airport industry. In 2000, CSE launched an airport industry-first, innovative service development program at Ronald Reagan Washington National Airport (DCA) for Westfield. Since then, we have delivered results oriented programs at over 100 airports across North America. CSE has launched countless industry-first, innovative service development programs with retailers, shopping centers and airport retail programs (shown in the map below).

McCarran International Airport will benefit from the long standing experience and understanding CSE has delivering employee centered customer experience programs. This cultural awareness enables our team to design and implement well received leading edge programs that address the unique needs of airport authorities, brands, and passengers. These programs have proven to be the foundation for continued innovation within each airport’s concessions program. This development continuum will build customer loyalty and generate increased profitability for McCarran International Airport.
Understanding the Value of Relationships

Our collaborative approach fosters a culture of team work internally and across the organization, creating a positive energy among stakeholders within each airport project. As standard practice, CSE devotes a collaborative team for each project. Each team is led by a dedicated Consultant who will oversee the seamless implementation of CSE’s solutions. This “high touch” approach will ensure continuity, efficiency, stronger relationships, and ultimately greater development and results.

CSE will approach our work in collaboration with the Executive Sponsor(s) within the McCarran International Airport team. Together we will continue to refine the vision and review the results for your training program. CSE will provide a ‘best practices approach’ while respecting the unique dynamics of each airport identifying areas of improvement. Together we will celebrate the successes and quickly find a path to service improvement for areas of less than acceptable performance, be it a training initiative, additional measurement or management development.

Your Partner for SUCCESS!

We partner with our clients to bring their vision and dreams to life where customers and employees are filled at every touch point within the organization. Our passion for organizational development is felt at every contact within CSE and that passion for service improvement will drive maximum value for this initiative. Service delivery is emotionally charged; felt by customers and driven by an organization that recognizes success as an external measurement from the customer’s eyes, not limited to the daily execution of successful processes and procedures. CSE has successfully transformed the cultures of international brands through its mystery shopping programs, employee development and training initiatives.

Women Owned Business & Industry Associations

In addition to being a Women Owned Business we are ACDBE certified in the state of Maryland. CSE is also active members in the Mystery Shop Providers Association (MSPA), Association for Talent Development (ATD), the Customer Experience Professionals Association (CXPA), American Minority Advisory Council (AMAC), Airports Council International (ACI) & Association of American Airport Executives (AAAE).

CSE will support your team in driving a service culture that can be felt and heard, one that is evident at every point of service and every customer contact. We are excited for this opportunity, and believe we have the experience, the demonstrated results and the commitment to execute your vision for a superior evaluation program. We greatly appreciate your consideration.

Sincerely,

Lise D’Andrea

Lise D’Andrea
President & CEO
PROGRAM RECEP'TIVITY & OWNERSHIP
CSE approaches all airport service development programs with a true passion to exceed expectations and lead through innovation, positive results and collaboration. CSE believes that any program must begin with ensuring there is engagement and ownership among all key stakeholders during each phase of the program’s development. Through feedback, discussion and collaboration, a strategic and impactful program can be created. It is with this spirit that we recommend the following approach for McCarran International Airport:

General Program Kick Off - Concessions
In order to ensure the trust and support of the program from the airport community, CSE recommends that the service development program be introduced in a fun and interactive session, establishing the new expectations of the airport community while motivating and exciting those involved. A creative and enthusiastic themed kickoff event will be planned in conjunction with the MAYS event(s) to introduce the service program elements. An efficient and effective communication campaign will be created for all pre and post event kickoff activity. Mystery shop overview, training plans, coaching concepts, reward and recognition and CSE partners can be introduced. All elements of the program will align and support the MAYS principles.

MYSTERY SHOPPING PROGRAM
Performance Mystery Shops
- Full in-store/restaurant experience
- Up to 35 questions and forms by category
- Scaled scoring metrics (1-5)
- Detailed narrative of behaviors/interaction
- Excellent coaching tool for Managers
- Robust reporting and analysis
- Finalized in 5-7 business days
- Best used for developmental/performance mgmt

SERVICE MEASUREMENT & ANALYSIS
MYSTERY SHOPPING PROGRAM DEVELOPMENT
The following is CSE’s Strategic Approach to developing our mystery shopping programs. Completing these steps in collaboration with the MAYS team will ensure the most effective outcome that meets or exceeds program objectives.

CSE’s proprietary experience measurement platform, eView®, has been our hub of all mystery shopping data collection and reporting for over 15 years. The combination of dynamic technology and CSE’s strategic approach offers our clients secure, efficient, accurate and reliable data; thus providing service measurement results that are customized, developmental, actionable and reliable. The mystery shop process is streamlined, user friendly and provides and effective platform for employee performance improvement.
Dedicated Trainer/Consultant
The service development program for McCarran International Airport will be assigned to a highly experienced, dedicated Trainer Consultant. The result of this partnering is a single point of contact onsite, as well as a champion that will personally oversee all facets of the program to ensure its success. This partnership approach and high touch model quickly builds rapport and a successful transparent relationship where both partners work towards a united goal of improving and measuring the customer experience.

eView Dashboard Technology (Performance Mystery Shops only)
CSE recommends designing the mystery shop form to include dashboards to communicate the quantitative data and detailed narratives to communicate a qualitative view. The combination of these two forms of data creates a more comprehensive snapshot of the service experience and allows managers to capitalize on opportunities that reinforce and redirect employee behavior using the specific details of every interaction. These upgraded evaluations will serve as a basis for employee development, process improvements, and ultimately a delightful customer experience. Please find a sample form below for reference:
SERVICE MEASUREMENT & ANALYSIS continued

✈ Development of Guidelines for Mystery Shoppers
Guidelines will be custom created for McCarran International Airport’s mystery shops and include a detailed overview of the program, client specifics, and step-by-step instructions on how to correctly complete these specific evaluations. Guidelines are provided to evaluators electronically via email and attached to their electronic evaluation forms in eView®.

✈ Development of Guidelines for Editor/Reviewers (Performance Mystery Shops only)
To ensure accuracy and consistency in scoring for the entire program, CSE also creates custom editor/reviewer guidelines. Editor/reviewer guidelines are based on a client specific rating scale and preferences. Scoring and mystery shop guidelines are created as a guideline for Editors and are shared with client for feedback and require written approval prior to mystery shop activity.

✈ Recruitment & Preparation for Mystery Shoppers
CSE will partner with a licensed Private Investigation firm to conduct the mystery shop program in accordance with Nevada laws regarding use of private investigators for these services. All scheduling and recruitment is conducted in-house by our CSE Coordinator team. To be contracted by CSE and our partner, mystery shoppers must complete a shopper application that includes detailed information about the shopper and their contracting history including screening to ensure that there is no affiliation or family relation to employees that are to be evaluated. Shoppers must also demonstrate their ability to follow instructions and communicate accurately and objectively via a CSE written assessment. Once approved as an independent contractor for CSE, their work is tracked and rated in eView® each time they complete an assignment. In addition, the CSE editor team provides ongoing developmental feedback to ensure optimal shopper performance.

CSE recruits mystery shoppers based on each client’s specific needs; therefore shopper specifications for this will mirror typical customer demographics.

The mystery shop guidelines are used as the basis for shopper preparation. In addition to providing guidelines to mystery shoppers, CSE also supports mystery shoppers with direct contact with our program coordinators. CSE confirms mystery shoppers fully understand guidelines and what is expected of them; as well as measures their commitment to the assignment, ability to meet deadlines and capacity to follow instructions.
SERVICE MEASUREMENT & ANALYSIS continued

Scheduling of Mystery Shoppers
CSE’s quality assurance process in conjunction with our partner, begins with the selection of qualified mystery shoppers. Their application, profiles, past performance, certifications, and history with CSE are cross checked prior to being scheduled for a mystery shop, ensuring the most qualified shoppers are assigned. All scheduling activity and program data are stored real time in eView®. The system is flexible and customizable to accommodate client specifics and requirements, allowing only pre-qualified mystery shoppers to apply for assignments.

Mystery Shop Quality Check Procedures and Distribution
Mystery shop evaluations are required to be completed in eView® within 48 hours of each location visit. Next, the editors review each shop for content, spelling, grammar, quality and accuracy. Mystery shops are finalized and ready for client view within 5-7 business days of the on-site visit. CSE can arrange to have each completed shop emailed to specified contacts as they are finalized. Additionally, client designated users will be granted password access to eView® to view reports and/or finalized mystery shops at any time.

Evaluation Ethics, Standards and Expectations
In the unlikely event that a shopper may conduct an evaluation during which unusual behavior is observed of an employee that is potentially destructive to people, property or integrity of our clients, CSE will inform the designated client contact immediately after CSE is notified, so that the issue can be addressed. Similarly, in the unlikely event that a contracted shopper may conduct an evaluation in a manner that is potentially destructive to people, property or integrity of CSE or our clients, CSE must be notified immediately and the shop will be protected by our quality guarantee and will be replaced at no charge to the client.

REPORTING, ANALYSIS & PROFESSIONAL CONSULTING
Simple and easy to use, eView allows each client to choose the viewing and reporting methods that best fit their business needs. Reporting qualifies and identifies successes and opportunities for improvement. Customizable dashboards provide an at-a-glance view of project trending and overall performance. A multitude of available reports allow for the analysis of performance, trends, successes, opportunities for improvement and the ability to target training needs.
SERVICE MEASUREMENT & ANALYSIS

REPORTING, ANALYSIS & PROFESSIONAL CONSULTING continued


doctoring

Reporting
CSE will analyze successes, opportunities, and evaluation specifics to create summary reports upon completion of each round. Executive summaries including applicable reports will be delivered electronically and in person to key contact(s) following each phase of mystery shopping. Reports are easily downloaded from eView® to Excel at the touch of a button and therefore can be manipulated for analysis. CSE will work with your team to determine the reports that support your specific program goals and objectives. Additional custom reports are also available upon request from your dedicated Consultant Trainer.

Standard Reporting includes:
- Company Overview
- Trending Analysis
- Quick Ranking
- Answer Summary
- Successes and Opportunities
- Survey Summary
- Comparative Multiple Date Range
- Perfect Score List
- Customized Live Dashboard Reporting

Below is sample illustrating our capabilities around providing meaningful, relevant trending information.
SERVICE MEASUREMENT & ANALYSIS

REPORTING, ANALYSIS & PROFESSIONAL CONSULTING continued

Personalized Live Dashboard Reporting
CSE understands that **accurate and timely** information is a valuable resource and a necessary component to your employee coaching and developmental programs. We also understand monitoring trends performance is important to staying on track to meet your Key Performance Indicators.

While our Quarterly Executive Summary is designed to give you an in-depth analysis of your Service Development program, **we now offer immediate access to high level snapshots at a global level.** These personalized reports are available to eView users and can be configured to provide details such as:

- Overall Performance Comparisons
- Location Scores
- Section Scores
- Performance Results on Key Questions such as greetings or closing the sale.

**Personalized Live Dashboard Reporting Sample**

![Dashboard Sample Image]
**SERVICE MEASUREMENT & ANALYSIS**

**REPORTING, ANALYSIS & PROFESSIONAL CONSULTING continued**

**eView System Training**
To ensure easy access to results at any time, CSE will provide introductory training and ongoing support to all designated users. Training is conducted via webinar with your dedicated Consultant. Ongoing support is available from your Consultant at any time. PDF versions of the eView® User Guide, along with online tutorials are also available for reference to all users.

**Group Consulting**
Comprehensive round table discussions will be facilitated quarterly by a CSE Consultant to create a sense of community throughout the airport and provide an environment where managers can share relevant best practices and ideas to grow their businesses. Service evaluation reporting, score trending and areas of success and opportunities will be presented to facilitate discussions through our coaching methodology. Two days per quarter, four 60 minute group consultations will be organized by category including Specialty, Newsstand, Restaurant, Bar, Quick Serve and Special Services and will include key Managers, identifying opportunities and strategies for improving employee and customer experiences. These consulting engagements serve as a peer group and development opportunity for Supervisors and Managers alike. CSE’s Consultant/Trainer facilitates discussion, reviews standards and expectations and presses for accountability to service standards.

Meetings include:

**Analysis**
- Tie results to Key Performance Indicators (KPI) and track over time
- Discover trends that are associated with positive as well as negative impacts
- Recognize areas of success for reward and recognition
- Target areas of opportunity for improvement
- Pinpoint process or operational issues

**Action Items**
- Establish relevant and measureable action items/goals
- Create accountability
- Allocate resources
- Support the need for development and training
- Implement Action Plan/Coaching guide for Managers of Front Line staff
- Reward/recognize successes

**Communication Plan**
- Strategically communicate results across the organization
- Ownership of entire organization as it relates to the customer experience
- Announce trends and action items
- Report on key performance indicators (KPI’s)
- Reward/recognize successes
REPORTING, ANALYSIS & PROFESSIONAL CONSULTING continued

Project Implementation

In order to properly prepare and ensure a successful launch of your program, CSE follows a multi-faceted implementation strategy. Our experts will work closely with your team to develop evaluation forms, location lists and evaluator/editor guidelines specific to your program. Please note that each of these documents must be approved, in writing, by the client. Following receipt of these approvals, CSE will provide the official program launch date.

TRAINING NEEDS ASSESSMENT SURVEY

The following is CSE’s Strategic Approach to developing a targeted training needs assessment. Completing these steps in collaboration with the McCarran International Airport team will ensure the most effective outcome that meets or exceeds program objectives.

CSE, in collaboration with McCarran International Airport, will create a brief survey that will be distributed via email link by McCarran International Airport to concessions employees, supervisors and all relevant airport entities. The survey will be administered to determine specific training needs and to assess potential learning gaps and opportunities for employee and manager development. Utilizing CSE’s propriety survey platform, the survey would be conducted and analyzed prior to the Task Force session to better understand training needs.

- CSE will utilize CSE’s survey platform to build the survey for ease of analysis and summation of data.
- Survey link will be sent to all managers and employees as designated by client
- The survey will gather both quantitative and qualitative data (Numeric scoring on questions with a 1-5 scale as well as short feedback/text options with maximum character counts)
- Executive summary and analysis to be presented to MAYS team at the Task Force Standards Development meeting.

CUSTOM TRAINING & DEVELOPMENT SERVICES

CSE has broad based experience developing and implementing training programs from mixed audiences, inclusive of tenants representing various minor merchandise categories and numerous organizations. We create the ideal environment for adult learners through engaging facilitators, who are skilled in adult learning techniques to drive motivation and engagement in an environment that is conductive to learning transfer.

- CSE’s instructional design approach utilizes a process which helps participants successfully transfer learning back to their day to day work after he or she leaves the training session
CUSTOM TRAINING & DEVELOPMENT SERVICES continued

- CSE’s blended learning matrix is targeted and specific with personalized activities to allow for increased retention of information
- Participants will quickly realize that what they are learning is relevant and realistic and they can apply the new knowledge or skills to the workplace
- Learner-centered curriculum enables each participant to control their learning experience and link their knowledge by sharing what they know through interactive peer collaboration and group discussions

DOA Train the Trainer TTT – Terminal Operations & Landside
For a Train the Trainer program to be most effective, CSE recommends engaging selected managers and developing them with the tools necessary to train and support service behaviors and standards within their areas of responsibility.

- 25 participants per class
- 1 day per quarter
- Content creation quarterly
- Role plays & trainer checkout
- Trainer support tools
- Frontline, Manager & Quick Train Modules

MAYS Introduction Video Updates - Content Creation
McCarran has produced a customer service video (duration- 10 minutes) that is viewed by all employees during the badging process as well as during kickoff events. CSE will provide new scripted content annually for the video, including new hospitality practices and information obtained from industry research as well as key hospitality messaging. Upon review of McCarran objectives and evolving strategy, CSE will then collaborate with the McCarran team and present a draft script to allow McCarran to review and make changes as needed.
PROGRAM PRICING (1 of 2)

PROGRAM RECEPTIVITY & OWNERSHIP

General Program Kickoff & Communication Campaign ........................................ $4,000

McCarran At Your Service Kickoff
  ● Presentation of MAYS program elements
  ● Overview and Materials facilitated by DOA Trainers
  ● MAYS Committee Introductions
  ● CSE Consultant/Trainer Introduction
  ● 200 participants (Managers) total to attend 50 per class – 1 morning, 1 afternoon session x 1 day

SERVICE MEASUREMENT & ANALYSIS

Performance Mystery Shopping ................................................................. $46,080

640 shops per year @ $72.00
  ● Separate forms for each minor merchandise category (concessions)
  ● 160 locations visited 1 time per quarter @ $72.00 per shop
  ● Day, Evening & Weekend visits for each location throughout the year

Price Includes:
  ● Full In-store or restaurant experience
  ● All shopper reimbursements (parking, tolls, and purchases)
  ● Extensive project reporting and mystery shopping results, provided upon completion of each round
  ● Excellent coaching tool for Managers

*Price does not include shopper escorting/badging costs which will be responsibility of the client.*

GROUP CONSULTING / ROUNDTABLE SESSIONS

Group Consulting/Roundtable Sessions .................................................. $32,000

  ● Two days per phase (8 days @ $4,000 per day)
  ● 4 (60 minute) sessions per day

Price Includes:
  ● Group consulting sessions for each category. Total of 8 (60 minute) sessions per consulting visit
  ● Executive Summaries
  ● Limited to max of 6 hours per day; each consultation will be approx. 60 minutes in length
  ● Coaching/Action Plans provided with group consulting
PROGRAM PRICING (2 of 2)

Training Needs Assessment Survey ................................................................. $2,500
- CSE will utilize CSE’s survey platform to build the survey for ease of analysis and summation of data
- Survey link will be sent to all managers and employees
- The survey will gather quantitative data
- Summary and analysis to be presented to MAYS team at the Task Force Standards Development meeting

Quarterly DOA Train the Trainer (Does not include concessions) .............. $4,680
- 25 participants designated by McCarran
- 1 day session
- Deliver of training workshops and on location sessions quarterly
- (1) 30 minute front line session
- (1) 30 minute manager session
- (2) 15 minute “Quick Train” (On location) role play sessions
- Additional material and content creation to support trainers – Price TBD (flipbooks, training cards and tools, etc)

MAYS Introduction Video Updates ................................................................. $1,600
- New Hospitality practices
- Industry research/information
- Key Service messaging
- Script content Annually

ADDITIONAL SERVICES AS REQUIRED BY OWNER (NOT TO EXCEED)……………. $15,000

TOTAL INVESTMENT ........................................................................................................ $105,860

QUALITY ASSURANCE & SERVICE GUARANTEE

Quality control at CSE begins with our commitment to “practicing what we preach” when it comes to customer service and satisfaction. CSE stands behind every evaluation conducted, as well as every training program, consulting service and publication we offer with our quality guarantee: If for any reason our client is not satisfied with the quality of our products or services, we will provide a replacement of that service at no additional charge.
APPENDIX

Mystery Shopping

- Mystery shops will be completed using the online form recounting their experience; scoring predetermined questions and completing text sections explaining the experience to further support the answered questions.
- Mystery shoppers will be escorted / badged to post-security locations to conduct the mystery shops. Costs associated with escorting/badging will be the responsibility of McCarran International Airport and will be billed back accordingly. Approximate badging costs are $42 per badge. CSE estimate that 25 badges will be needed for shoppers and 2 badges for Trainer/Consultants.
- Shopper receipts will be stored electronically in our database and are available for review upon request.
- Program suspensions must be communicated in writing 30 days in advance of suspension date. All work in process prior to suspension date will be completed as contracted.

IMPLEMENTATION SPECIFICS

Setup

- CSE must receive approval of the mystery shop form(s) and location list no later than 3 weeks prior to the first evaluation date to ensure proper program planning.

Shopper Readiness

- All mystery shoppers will receive a program review from a CSE staff member prior to their mystery shop to ensure all practices and procedures are followed and to discuss best practices for protecting anonymity.
- Mystery shopping visits will be conducted during regularly scheduled operating hours and based on sampling days, times. All mystery shoppers will receive step-by-step instructions on how to conduct precise evaluations.
- Mystery shopper rotation will take place to ensure the highest quality results and to maintain anonymity.

Quality Review

- Each completed mystery shop form will be reviewed for accuracy and content by CSE staff.
- Unacceptable findings (including potential theft issues, exceptionally poor service experience, etc.) will be reported immediately.
- CSE requests that all scoring/feedback updates to mystery shops be made within 30 days of receiving the mystery shop in question.
APPENDIX continued

Pricing Includes
- All quick service, restaurant, bar, and newsstand locations will require the mystery shopper to make a purchase. Shopper purchases for applicable locations, parking fees, and tolls are included in the price per mystery shop.
- Additional locations may be added at the same price per shop.
- Pricing includes standard database reporting templates. Customized features, including but not limited to, reporting and system changes are subject to additional fees.
- All program data is stored in our online database system. CSE will train all users from your staff on the most efficient ways to use the database system via webinar.

Group Consultations
- 4 facilitated group consultations per day per phase.
- Each consultation session will be 60 minutes in length.
- Delivery of related service articles and recommendations to store managers.
- Consultant/Trainers will follow McCarran International Airport’s office hours when onsite (exceptions will apply based on manager availability).

Training & Consulting
- Maximum 8 hours of scheduled consulting and/or training activity per day.
- Client will be responsible for booking training rooms, along with food and beverages for participants as needed.
- Training Room rental (if applicable), hotel catering charges and audio-visual aid charges (if needed) are the responsibility of client.
- Collateral creation, printing and giveaways will be billed at cost.
- Training to be conducted Monday-Friday during McCarran International Airport’s office business hours.

Travel & Fee Schedule
- Consultant travel, food, lodging, parking, tolls and gratuities will be billed at cost from the CSE offices in Annapolis, MD to final destination and return. A per diem maximum of $60.00 will apply.
- Consultant fees, toll, parking and travel reimbursement at standard government determined rate per mile from Customer Service Experts, Inc. located in Annapolis, MD. Travel to and from airport, airfare, lodging and a $60.00 per diem.
- Time, travel and materials will be invoiced, and include original receipts, at the completion of travel or with the next contract installment.
APPENDIX

Travel & Fee Schedule continued

If additional services are requested and rendered outside of the scope of this contract; time, travel and materials will be invoiced as follows:

- CSE consultant/trainer time will be invoiced at a rate of $185.00 per hour for consulting or on-site time.
- CSE Senior Management/Director time will be invoiced at a rate of $225.00 per hour for consulting or on-site time.
- CSE time will be invoiced based on the standard daily rate of $4,000.00 for full day training or group facilitation services (does not include content or agenda creation).
- Consultant travel, food, accommodation, parking, tolls and gratuities will be billed at cost from the CSE offices in Annapolis, MD to final destination and return. A per diem maximum of $60.00 will apply.
- Consultant fees, toll, parking and travel reimbursement at standard government determined rate per mile from Customer Service Experts, Inc. located in Annapolis, MD. Travel to and from airport, airfare, lodging and a $60.00 per diem.
- Time, travel and materials will be invoiced, and include original receipts, at the completion of travel or with the next contract installment.

2016 Estimated Travel Expenses

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>2016 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost</td>
<td>Qty</td>
<td>Total</td>
<td>Qty</td>
<td>Total</td>
</tr>
<tr>
<td>Flights</td>
<td>450</td>
<td>4</td>
<td>$1,800.00</td>
<td>2</td>
<td>$900.00</td>
</tr>
<tr>
<td>Hotel per night</td>
<td>130</td>
<td>9</td>
<td>$1,170.00</td>
<td>5</td>
<td>$650.00</td>
</tr>
<tr>
<td>Per Diem</td>
<td>60</td>
<td>13</td>
<td>$780.00</td>
<td>7</td>
<td>$420.00</td>
</tr>
<tr>
<td>Parking per day</td>
<td>10</td>
<td>13</td>
<td>$130.00</td>
<td>7</td>
<td>$70.00</td>
</tr>
<tr>
<td>Mileage (48) roundtrip</td>
<td>0.54</td>
<td>192</td>
<td>$103.68</td>
<td>96</td>
<td>$51.84</td>
</tr>
<tr>
<td>Printed Materials</td>
<td>200</td>
<td>2</td>
<td>$400.00</td>
<td>1</td>
<td>$200.00</td>
</tr>
<tr>
<td></td>
<td>$4,383.68</td>
<td></td>
<td>$2,291.84</td>
<td></td>
<td>$2,291.84</td>
</tr>
</tbody>
</table>

2016 On site activity

- Quarterly Consultations 2 days onsite
- Quarterly TTT 1 day onsite
- Kick off - 2 trainers 1 day onsite
- Printed Materials

Client Reference

Once contracted, CSE requests the right to reference your organization as a client and use logo and testimonials as needed without citing proprietary program details. OWNER must review and approve of any testimonials prior to use.

Supplemental / Unscheduled Cost Considerations

- If Client requests to change the date of training after travel has been booked (within 1 week of agreed upon date), Company will be charged a flat rate of $500.00 plus non-refundable travel expenses.
APPENDIX

Supplemental / Unscheduled Cost Considerations continued

- CSE will make every effort to complete mystery shops at the assigned locations using the agreed upon schedule of activity. Any location that is closed at the time of evaluation (due to, but not limited to, early closing, late opening, change in hours of operation or construction) and CSE has not been previously notified, client will be charged at a 50% rate. CSE will not schedule another mystery shop until the location specifics (hours of operation and exact location of store) are re-confirmed by client.

ʯ PROPOSED TIMELINE OF ACTIVITY – Year 1

(To commence on month of contract signature)

<table>
<thead>
<tr>
<th>Month 1</th>
<th>Month 2</th>
<th>Month 3</th>
<th>Month 4</th>
<th>Month 5</th>
<th>Month 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Intro/Kickoff</td>
<td>Mystery Shops</td>
<td>Group Consulting/ Executive Summary</td>
<td>Mystery Shops</td>
<td>Group Consulting/ Executive Summary</td>
<td></td>
</tr>
<tr>
<td>Needs Assessment Survey</td>
<td>Survey Follow up</td>
<td>DOA TTT</td>
<td></td>
<td>Training Content Creation – DOA TTT</td>
<td>DOA TTT</td>
</tr>
<tr>
<td>Training Content Creation – DOA TTT</td>
<td></td>
<td></td>
<td></td>
<td>Training Content Creation – DOA TTT</td>
<td>DOA TTT</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Month 7</th>
<th>Month 8</th>
<th>Month 9</th>
<th>Month 10</th>
<th>Month 11</th>
<th>Month 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mystery Shops</td>
<td>Group Consulting/ Executive Summary</td>
<td>Mystery Shops</td>
<td>Group Consulting/ Executive Summary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training Content Creation – DOA TTT</td>
<td>DOA TTT</td>
<td>Training Content Creation – DOA TTT</td>
<td>DOA TTT</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PAYMENT SCHEDULE

| Proposed Program Fee: | $90,860 |
| 25% Program Fee to Initiate Services | $22,715 |
| Quarterly Invoice #2 | $22,715 |
| Quarterly Invoice #3 | $22,715 |
| Quarterly Invoice #4 | $22,715 |
PROGRAM OVERVIEW AND STRATEGY

During our recent discussions, it was determined that the following are key priorities:

- Increase awareness and engagement of the MAYS Program across McCarran Leadership channels
- Explore and define strategic priorities for customer experience engagement and teamwork for the Leadership team
- Select an airport wide task force to engage key stakeholders in the development of service standards and behaviors that will drive a guest-centric culture
- Create custom training curriculum based on the outcomes of the Airport Customer Experience (ACX) Task Force
- Pilot the training program with the Executive team for feedback and final approval

It is with these program objectives and results in mind that CSE recommends the following strategic approach:

CUSTOM TRAINING AND DEVELOPMENT SERVICES

CSE has broad-based experience developing and implementing training programs for mixed audiences. We create the ideal environment for adult learners through engaging facilitators who are skilled in adult learning techniques that foster motivation and enthusiasm in an environment conducive to learning transfer.

- CSE’s unique instructional approach utilizes a process which helps participants successfully transfer learning back to the concession location after the training session
- CSE’s interactive facilitation methods are targeted with personalized activities to allow for increased retention of information
- Participants quickly realize what they are learning is relevant and realistic and can be applied immediately to the workplace
- A learner-centered classroom enables participants to control their learning experience and share knowledge through peer collaboration and group discussions

**McCarran ACX (Airport Customer Experience) Leadership Forum**

Two to three hour facilitated session to review and discuss McCarran’s MAYS program objectives and results, as well as industry best practices and case studies from other successful airport CX programs.

Agenda to include:

- The importance of sustaining a thriving service culture throughout the airport
- World-Class Airport best practices
- The difference between Customer Experience vs. Customer Service
- Defining the 7 World-Class ACX Factors
- Leading an exceptional customer experience based on MAYS core values

**ACX Task Force**

CSE realizes that in order to achieve the greatest success and ownership in any ACX initiative, it is important that the entire airport community is engaged and actively participating in crafting the customer experience culture. The task force workshop is designed to introduce the process of establishing an optimal service culture, while gaining understanding and commitment from key stakeholders to further develop and sustain a sense of purpose, standards, and behaviors of customer experiences over time. The workshop is collaborative and will be shared with select members of an appointed task force, including leadership, managers and frontline groups. Participants will customize solutions to build a
foundation template for improving customer experiences airport-wide. This task force strategy helps to foster ownership of the customer experience program among airport community leaders and provides an opportunity for their input and involvement in championing the development of this service culture. We recommend 15 - 20 participants in our one-day task force workshop, led by a CSE certified facilitator.

The ACX Task Force will:

- Leverage and build airport-wide relationships
- Engage executives and key stakeholders
- Educate/inform members of the benefits of service culture efforts
- Explore the key elements that are necessary to build and sustain an airport wide service culture
- Identify the roadblocks that exist to achieving service goals
- Develop customized service standards and behaviors that align with the MAYS brand
- Report and discuss newly created standard elements
- Introduce a plan for continued service culture development

ACX Task Force Selection

We recommend that select leaders assist in the selection process of the ACX Task Force members. The task force is comprised of 15-20 members from different departments, positions, and various tenures representing the airport community from curbside to gateside. Innovation and creativity occurs when different perspectives collaborate and work together as a global airport community.

ACX Task Force Preparation and Pre-Work

CSE will prepare the task force members prior to the workshop by gaining insight into defining and strengthening the customer experience from a service perspective. We ask the task force members to complete an online survey of approximately five questions that encompass their current customer service standards and their vision for customer service across the airport community.

Sample Task Force Agenda

- Welcome and introductions
- State of the airport (Skytrax, JD Powers, etc.)
- Benchmarking world-class organizations
- Group break out | service standards and behaviors
- Group presentations
- Implementation plan and next step

ﾕ Executive Brief

CSE will deliver a one-hour webinar and leadership brief on the outcomes of the task force and introduce the critical touch points of service standards and behaviors of the customer journey determined by the task force. Presentation will also include, communication campaign, implementation/action planning, to align with MAYS and next steps to operationalize the customer experience airport-wide.

💡 Innovative Instructional Design and Curriculum Development

CSE has extensive in-depth experience developing and implementing training programs for mixed audiences in many industries. We create the ideal learning environment for adults by providing engaging facilitators who are skilled in techniques to drive motivation and build enthusiasm that is conducive to learning transfer.

- CSE’s unique instructional approach utilizes a process which helps participants successfully transfer learning back to the workplace
- CSE’s interactive facilitation methods are targeted with personalized activities which promotes increased retention of information, including real-life scenarios, gamification, and interactive discussion
- Participants quickly realize what they are learning is relevant and realistic and can be applied immediately to the workplace
• Participant-centered workshops enable each participant to control their learning experience and share their knowledge through peer collaboration and group discussions
• Training modalities can include:
  • Instructor-led classroom training
  • Instructor-led on-location training
  • Instructor-led gamification
  • Computer based training (CBT)

Our unique instructional design approach results in a structured process which successfully transfers learning back to the location after the participant leaves the training session. CSE employs adult-learning principles in every engagement by creating the ideal environment. This includes thoughtful design in the following areas:

**Blended Learning**
CSE understands how a blended learning approach specifically targeted with personalized activities is critical to increased retention of information. Participants quickly realize what they are learning is relevant and realistic and most importantly, they can apply this new knowledge or skill immediately to real-life situations.

**Active Participation**
An important part of our learning methodology includes simulations, gaming, case studies, and role plays, storytelling, micro-learning to ensure these learned techniques can be practiced and perfected in a peer-friendly, peer-reviewed environment. Through this technique, the learners become the teachers, and the transfer of knowledge becomes a continual process of sharing knowledge with each other.

**Learning Environment**
CSE facilitators create a fun and motivational environment where participants feel safe, supported, and empowered to share their experiences. CSE takes great pride in creating a learning environment where diversity and experience is appreciated and respected. Our facilitators treat participants as peers, encouraging them to become active learners through round-table discussions and recognition for participation in their own development.

**Multilingual Considerations**
CSE understands that forward-thinking companies benefit from recognizing the needs of employees that do not speak the native language of the airport community. Providing multilingual training options leads to full comprehension of training curriculum and also demonstrates an interest in professional development for all employees, resulting in higher productivity and engagement. CSE is able to provide bilingual facilitators to deliver translated curriculum and continues to adapt training solutions to fit the needs of diverse airport communities.

**Training pilot for Executive Team**
CSE recommends engaging the McCarran executive team in training that is interactive, informative and fun. A CSE facilitator will provide the content and tools necessary to practice and demonstrate specific service behaviors in the airport environment. The modules presented will be in classroom with up to 25 participants per session. Targeted objectives include:

• Continually improving outstanding customer service across the airport
• Clearly communicating the LAS customer service standards and behaviors
• Addressing critical success factors and barriers for world-class service
PRICING SUMMARY

McCarran ACX Leadership Forum $6,000.00
- 2-3 hour executive presentation specialized for LAS leadership team
- Development of custom content on industry-wide best practices for CX success
- 15-20 participants from LAS leadership team
- Presented by Patty Thompson, CPLP

ACXTaskForce $12,000.00
- Stakeholder strategy meeting
- Task force selection – 15-20 participants
- Task force preparation/online pre-work
- 1 day facilitated workshop with task force members
- 1 CSE, ATD certified facilitator
- All program materials
- PowerPoint presentation
- Communication and support tools (invitation)

Executive Brief $1,500.00
- 1 hour webinar on outcomes and critical touchpoints of CX standards and behaviors
- Potential challenges and action plan recommendations
- Presented by Patty Thompson, CPLP

Training Pilot for Executive Team Content Creation $3,650.00
- Design and production of training materials (PowerPoint, handout, trainer’s guide)
- 60 minute training content creation derived from ACX Task Force with LAS customized branding

Facilitation $4,500.00
- 60-minute interactive pilot session with executive team (plus 30 min follow-up)
- Up to 25 participants
- ATD Certified trainer
- All materials included
- 30 minutes following session to gather feedback on the training from Executive team

TOTAL INVESTMENT $27,650.00
Payment terms are net-30 days. All payments received after 30 days are subject to a 1.5% service charge (18% APR) applied to balances over 30 days. Program arrangements confirmed upon receipt of signed Letter of Agreement provided by Customer Service Experts, Inc. Please see payment schedule on attached Letter of Agreement.
PROPOSED TIMELINE OF ACTIVITY

<table>
<thead>
<tr>
<th>OCTOBER</th>
<th>NOVEMBER</th>
<th>DECEMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACX Leadership Forum</td>
<td>ACX Task Force Executive Brief</td>
<td>Pilot Session for Executive Team</td>
</tr>
</tbody>
</table>

QUALITY ASSURANCE AND SERVICE GUARANTEE

Quality control at CSE begins with our commitment to “practicing what we preach” regarding customer service and satisfaction. CSE stands behind every evaluation conducted, as well as every training program, consulting service, and publication we offer based on our quality guarantee: **If for any reason our client is not satisfied with the quality of our products or services, we will provide a replacement of that service at no additional charge.**

ADDITIONAL INFORMATION

Consultant Travel (if applicable for on-site consulting/training activity)

- Consultant travel, food, lodging, parking, tolls, and gratuities will be billed at cost from CSE headquarters in Annapolis, Maryland to the final destination and return. A per-diem maximum of $65.00 will apply.
- Time, travel, and materials will be invoiced and will include original receipts at the completion of travel or with the next contract installment.

Contract Terms

- With reasonable cause, either party may terminate this contract upon written notice to the other with at least 90-day notice, and under these circumstances, Customer Service Expert’s, Inc. may invoice the client for services performed through the date of termination and for services which Customer Service Expert’s, Inc. already has in process and is unable to cancel prior to receiving said termination notice.
- Program suspensions must be communicated in writing 30 days in advance of suspension date. All work in process prior to suspension date will be completed as contracted.
- If client requests to change the date of training or consulting after travel has been booked (within one week of agreed upon date), client will be charged a flat rate of $500.00 plus any non-refundable travel expenses.
- Certificate of insurance is provided upon request. Clients requesting to be named as additional insured will be charged $50.00 annually for term of their contract with Customer Service Experts, Inc.
- CSE will make every effort to complete mystery shops at the assigned locations using the agreed upon schedule of activity. Any location that is closed at the time of evaluation (due to, but not limited to, early closing, late opening, change in hours of operation, or construction) and CSE has not been previously notified, client will be charged a 50% rate of the mystery shop. CSE will not reschedule the location until reopening details (hours of operation and exact location of store) are confirmed by client.

Client Reference

- Client references available upon request.
- Once contracted, CSE requests the right to reference your organization as a client and use logo and testimonials as needed without citing proprietary program details.
LETTER OF AGREEMENT

August 22, 2018

CUSTOMER SERVICE EXPERTS, INC. and McCarran International Airport agree
CUSTOMER SERVICE EXPERTS, INC. shall provide services in accordance to the proposal,
dated August 22, 2018. McCarran International Airport agrees to the following payment
schedule:

Payment Schedule:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed program fee</td>
<td>$27,650.00</td>
</tr>
<tr>
<td>50% Program fee to initiate services</td>
<td>$13,825.00</td>
</tr>
<tr>
<td>% Balance due upon completion</td>
<td>$13,825.00</td>
</tr>
</tbody>
</table>
DISCLOSURE OF OWNERSHIP/PRINCIPALS

Business Entity Type (Please select one)

- [ ] Sole Proprietorship
- [x] Partnership
- [ ] Limited Liability Company
- [ ] Corporation
- [ ] Trust
- [ ] Non-Profit Organization
- [ ] Other

Business Designation Group (Please select all that apply)

- [ ] MBE
- [x] WBE
- [ ] SBE
- [ ] PBE
- [ ] VET
- [ ] DVET
- [ ] ESB

Minority Business Enterprise
- Women-Owned Business Enterprise
- Small Business Enterprise
- Physically Challenged Business Enterprise
- Veteran Owned Business
- Disabled Veteran Owned Business
- Emerging Small Business

Number of Clark County Nevada Residents Employed: 0

Corporate/Business Entity Name: Customer Service Experts, Inc.

Website: www.customerserviceexperts.com

Street Address: 2901 Riva Trace PKWY STE 100

City, State and Zip Code: Annapolis, MD 21401

Telephone No: 888.770.7625

Fax No: 410.897.8450

Nevada Local Street Address: Website:

City, State and Zip Code: Local Fax No:

Local POC Name: Email:

All entities, with the exception of publicly-traded and non-profit organizations, must list the names of individuals holding more than five percent (5%) ownership or financial interest in the business entity appearing before the Board.

Publicly-traded entities and non-profit organizations shall list all Corporate Officers and Directors in lieu of disclosing the names of individuals with ownership or financial interest. The disclosure requirement, as applied to land-use applications, extends to the applicant and the landowner(s).

Entities include all business associations organized under or governed by Title 7 of the Nevada Revised Statutes, including but not limited to private corporations, close corporations, foreign corporations, limited liability companies, partnerships, limited partnerships, and professional corporations.

Full Name | Title | % Owned
--- | --- | ---
Lise D'Andrea | President & CEO | 100%

This section is not required for publicly-traded corporations. Are you a publicly-traded corporation?  [ ] Yes  [x] No

1. Are any individual members, partners, owners or principals, involved in the business entity, a Clark County, Department of Aviation, Clark County Detention Center or Clark County Water Reclamation District full-time employee(s), or appointed/elected official(s)?

- [ ] Yes  [x] No (If yes, please note that County employee(s), or appointed/elected official(s) may not perform any work on professional service contracts, or other contracts, which are not subject to competitive bid.)

2. Do any individual members, partners, owners or principals have a spouse, registered domestic partner, child, parent, in-law or brother/sister, half-brother/half-sister, grandchild, grandparent, related to a Clark County, Department of Aviation, Clark County Detention Center or Clark County Water Reclamation District full-time employee(s), or appointed/elected official(s)?

- [ ] Yes  [x] No (If yes, please complete the Disclosure of Relationship form on Page 2. If no, please print N/A on Page 2.)

I certify under penalty of perjury, that all of the information provided herein is current, complete, and accurate. I also understand that the Board will not take action on land use approvals, contract approvals, land sales, leases or exchanges without the completed disclosure form.

Signature: Lise D’Andrea
Print Name: 2/16/2016
Title: President & CEO

Date: 2/10/2016

Clark County Department of Aviation - 2/10/2016
# DISCLOSURE OF RELATIONSHIP

List any disclosures below:

*Mark N/A, if not applicable.*

<table>
<thead>
<tr>
<th>NAME OF BUSINESS OWNER/PRINCIPAL</th>
<th>NAME OF COUNTY* EMPLOYEE/OFFICIAL AND JOB TITLE</th>
<th>RELATIONSHIP TO COUNTY* EMPLOYEE/OFFICIAL</th>
<th>COUNTY* EMPLOYEE’S/OFFICIAL’S DEPARTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* County employee means Clark County, Department of Aviation, Clark County Detention Center or Clark County Water Reclamation District.

"Consanguinity" is a relationship by blood. "Affinity" is a relationship by marriage.

"To the second degree of consanguinity" applies to the candidate’s first and second degree of blood relatives as follows:

- Spouse – Registered Domestic Partners – Children – Parents – In-laws (first degree)
- Brothers/Sisters – Half-Brothers/Half-Sisters – Grandchildren – Grandparents – In-laws (second degree)

---

**For County Use Only:**

If any Disclosure of Relationship is noted above, please complete the following:

☐ Yes  ☐ No  Is the County employee(s) noted above involved in the contracting/selection process for this particular agenda item?

☐ Yes  ☐ No  Is the County employee(s) noted above involved in anyway with the business in performance of the contract?

Notes/Comments:

---

Signature

Print Name

Authorized Department Representative