



Response to Request for Proposal

RFP Number S-10700-00001827

Travel Management Services

Curated Response from Corporate Travel
Management



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Required Enclosures:

- Attachment B – Disclosure Exemption Affidavit
- Attachment C – Proposer Information and Certification Sheet
- Attachment D – Reference Check Forms
- Attachment E – Certified Disadvantaged Business Outreach Plan
- Attachment F – Responsibility Inquiry

Supplemental Enclosures:

- Exhibit A – Sample CTM Implementation Approach
- Exhibit B – CTM Innovation Solutions for State Government Travel

3.4 ROUND 1 PROPOSAL REQUIREMENTS

3.4.1 Proposer Information and Certification Sheet

Proposer shall complete and submit the Proposer Information and Certification Sheet (Attachment C).

Please see [Attachment C – Proposer Information and Certification Sheet](#), included with our response.

3.4.2 References

Please see [Attachment D – Reference Check Forms](#) for responses completed by CTM clients, as requested.

3.4.3 Technical Requirements

Key Person(s) and Company History

3.4.3.1 Provide a resume for each proposed Key Person showing 5 years of experience in the last 7 years, corporate travel management business industry and the handling of accounts at least \$5,000,000 in annual corporate volume. Include a description of a clear understanding and relevant experience of managing this type of Service.



*Karen McGilvray,
SVP/GM*

Karen McGilvray, SVP/GM, oversees the account management and operations of the NASPO account. Karen’s extensive background in travel account management—paired with exceptional communication skills, technical aptitude, and tenacious spirit—allow her to lead successful operating teams and drive client goals. Karen has overseen NASPO account operations since 2017.

Karen is responsible for sales, operations, and account management for the NASPO account, including P&L and staffing, and she has ultimate client retention responsibility.

The CTM portfolio under Karen’s oversight includes government accounts varying from \$1M up to \$60M in air spend. Working under Karen’s direction is **Keri McDonald**, Account Manager for NASPO.



*Keri McDonald,
Account Manager*

Keri has been instrumental in supporting NASPO and other state entities. Her portfolio includes NASPO, lead State of Oregon, as well as small corporate organizations in the Pacific Northwest. Based in Portland, Oregon, Keri will continue to lead the NASPO account with strong government knowledge, as well as consultative sales, financial, and operational acumen.

Keri has a strong background in corporate and government travel programs to draw on in supporting NASPO. Her diverse experience includes agent operations, executive service, event management, and—for the last 8 years—account management.



*Adele Howell,
Exec Dir. Operations*

Additionally, you will receive key operational support from **Adele Howell**, Executive Director, Operations. Adele has more than 25 years of direct experience servicing government travelers and has been with CTM since 2013.

Adele and her team deliver outstanding services to our government clients every day. Her team members average 20 years’ experience in corporate, government, and international travel, including an average of seven years’ tenure with CTM. Adele and our government team are experienced, creative, and flexible.

Our consultant teams offer extensive knowledge of agent and traveler productivity technologies, including online booking tools and integrations. They demonstrate a proven ability to offer exemplary customer service and to exceed customer expectations every day. You will find broad knowledge of federal regulations regarding travel arrangements and documentation, including the ability to translate travel policies with cost effectiveness always in mind.

Together, the CTM team's knowledge and experience with state travel is not only a perfect fit to continue serving NASPO and participating states, but also to promote the program and encourage adoption among other state procurement professionals as well.

A brief company history, not to exceed 3 pages, that includes locations, number of employees, gross sales, and number of corporate/government accounts. For purposes of this Section, "gross sales" means that total invoice value of sales before deducting discounts or making allowances for returns, or other adjustments.

Corporate Travel Management (CTM) is an award-winning global provider of innovative and cost-effective travel solutions spanning corporate, events, leisure, loyalty, and wholesale travel. The company's proven business strategy is underpinned by personalized service excellence and market-leading technology solutions that deliver a return on investment to clients.

Our unique blend of customer service and innovative technology drives exceptional value at every step of your journey through:

- Greater savings
- Improved efficiencies
- Maximum safety

We develop highly customized travel management solutions that make a real difference to businesses across the globe. No matter the size of your travel spend or how complex your travel needs, we will deliver a tailored solution that works for you.

CTM is home to over 1,200 travel professionals in the US operating from CTM offices, client offices, and virtual locations coast-to-coast. We currently serve more than 3,000 customers in North America. CTM reported \$7.8 billion in global travel volume in 2019, and is in a strong financial position moving into the post-pandemic period. CTM is financially secure, debt-free, and in a cash positive position. This stability brings confidence in our ability to deliver on our proposed solutions. In our recent mid-year results, we confirmed a return to positive EBITDA and a strong outlook on our future.

Our core offering of business travel management is supplemented by centers of excellence offering specific Government Travel expertise. Through our Government Travel teams, CTM manages more than \$75M in annual travel spend from government entities, representing approximately 5% of our total transactions (forecast in current environment). We serve thousands of state travelers and their unique requirements.

Since inception, CTM has expanded through a model of controlled growth through acquisitions and new operations to better service existing clients' needs. Our Denver office established the CTM brand in North America in 2012, and through the CTM growth model, we are now the 4th largest travel agency in the world.

We are a proud long-term partner to NASPO and have helped the organization grow and evolve through excellence in travel management. First as WSCA, now as NASPO ValuePoint and as lead by the State of Oregon, we understand the goals and initiatives of each unique state entity and can

combine that personal attention with the ability to negotiate greater savings for all NASPO organizations. We look forward to continuing service to NASPO and welcoming new participants to the program.

From the early days—when our team helped the original WSCA organization develop the model for shared travel purchasing power—to the current NASPO solution serving thousands of state travelers across the nation, we have earned our stripes by supporting unique government travel operations. We are the best choice to assist NASPO in taking a mature model and introducing modern technologies that support emerging trends in travel management and the current needs of participating states.

Our CTM SMART Technology offering will continue to support specific travel procurement process across diverse NASPO branches and entities, while increasing transparency and decision-making ability at all levels. CTM Portal will continue to attract new entrants, adapting to each user and offering a variety of planning and booking tools that enable confident and cost-conscious reservations. Robust data analytics are available to authorized staff, including the latest dashboard and analytical tools in the market.

We aim to utilize our shared history to create a shared future, making available new and industry-changing tools available to NASPO and your participants. By pairing our expertise with our latest proprietary technologies, we will be able to offer a wider array of customization options to your participants while driving overall program marketability and usability through the latest modern tools.

Our history of serving NASPO and working to develop solutions for each unique participating state demonstrated our ability to meet the needs of the organization and your participants. Our latest developments and technology products, including planning and risk enhancements and Lightning—our proprietary online booking tool—will continue bringing value to NASPO participants.

A description of Proposer's handling of accounts with at least \$5,000,000 in annual corporate travel volume each year, in 2018 and 2019.

We are home to more than 60 accounts with travel volumes over \$5 million annually, and our largest state agency contract exceeded \$60 million in travel spend prior to the travel downturn. We currently serve dozens of clients with travel spend of \$5 million or more, including at least 50 in the \$5 – \$20 million range.

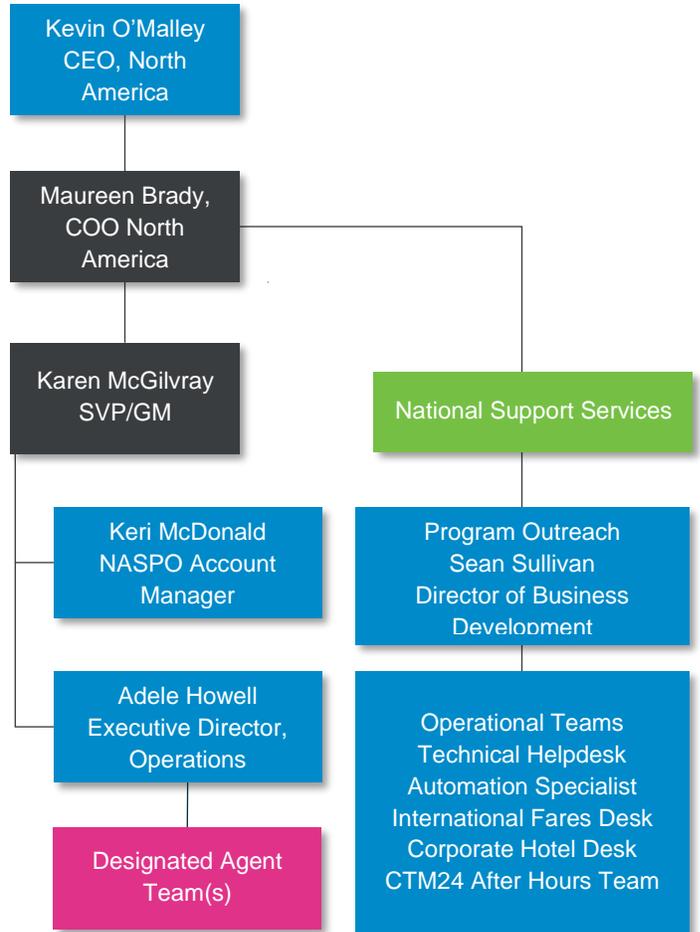
We provide an expert team of government travel experts, as well as consultative account management specifically tailored to government entities, to each unique participating NASPO entity. Our services include online and offline booking, booking tool customization and administration, compliance to government regulations, such as FAR and Open Skies, robust customized and self-service reporting, targeted account management, traveler trainings, and much more.

CTM maintains an operational excellence division specializing in government-funded travel programs. These experts cater to state and local municipalities and other organizations that must comply with federal regulations related to travel funding. This team is led by Karen McGilvray, SVP/GM. Together with her team, Karen will continue to offer customized service to NASPO and each unique entity.

We propose to continue serving NASPO participants through dedicated team(s) of government travel experts with support from specialty departments. Participating states with high-volume programs will be offered customized team solutions, while smaller participating states will receive support from our corporate teams in the CTM region in which they are geographically aligned. This is evaluated on a case-by-case basis.

Our government experts have an average of 20 years' experience in corporate, government, and international travel, including an average of seven years' tenure with CTM. Our government team are experienced, creative, and flexible. CTM will increase and decrease the staffing of this team in accordance with actual travel volumes and can appoint specifically designated teams for required participating entities when requested as part of the individual contracting process.

CTM looks forward to introducing NASPO to the latest CTM capabilities and technology tools that will future-proof your program for the next generation of travelers. We will take the opportunity to refresh your account, engage new participants, and deliver momentum to help NASPO continue encouraging adoption among other states.



3.4.3.2. Staffing

Describe Proposer’s continuing education plan for staff, how they keep up to date with travel industry changes, trends, and an organizational chart indicating the proposed staffing configuration. The proposed staffing configuration must include the number of travel agents, based on estimated volume of travel, with a description of how Proposer will configure services for Participating Entities and Authorized User accounts.

Agents are required to complete a minimum of 40 hours of training upon hire, as well as attend a minimum of 8 hours of ongoing training and career development per week. This training includes GDS courses, including international reservations, online booking systems, government travel regulations, CTM technologies, integrated technologies (approvals, etc.), customer service and CTM policies, and supplier and industry trends. Agents also receive training specific to the NASPO travel program and the unique program parameters of each participating state.

CTM serves the main NASPO account through our Government Travel Division. We offer each entity a shared agent services team, customized online booking, and robust online booking tool options. Staffing models are determined based on participating state volume. We estimate appropriate staffing based on anticipated transactions, with projections including travel volumes and online adoption goals of each entity. For example, we estimate each agent should be able to support 2,500 domestic transactions per year. We adjust that estimate based on international patterns and the complexity of account service to each participating state and allocate staffing to designated teams as needed.

3.4.4 Travel Management Services

3.4.4.1 General Management

Describe Proposer’s general management approach, including specifically:

- **The process for ensuring that only appropriate Authorized Users are given access to applicable Supporting Contracts, including the process for new entities to set up an account for services.**

Client accounts loaded under the NASPO purchasing organization will have access to appropriate contracts and savings opportunities through GDS access and online booking tool integration. Entities can also have unique contracts and agreements loaded specific to their individual account, as well as access to NASPO agreements. Travelers are directed to the lowest fare using the most beneficial agreement for their unique organization.

For example, a traveler may see a NASPO negotiated hotel rate, a state-negotiated hotel rate, and a CTM program hotel rate for the same reservation. The traveler will be directed to the lowest option available to them, with volume reporting to support the cooperative hotel purchasing effort.

When engaging new state implementations, we generally recommend a process that includes an HR feed to authorize state travelers, either on a one-time basis or on a recurring basis to support new users. CTM also works with individual states that have chosen a registration process that requires authorization either by a state authorizer or parameters given to CTM for approving. CTM administrators can also remove any unauthorized travel staff at your request.

These parameters are customized to each state entity and include online booking access and the current lodging-only booking site, as well as access to all applicable contracted rates open to each traveler.

- **Ensuring all Passenger Name Record (PNR) are evaluated for accuracy and completeness.**

We are committed to providing quality "get-it-right-the-first-time" service through experience, extensive training, and quality control systems, which help us achieve the standards you expect. We invest in training and retraining personnel to ensure they are up to date with the developments in our industry and the requirements of a varied client base.

Our quality assurance and auto-ticketing process is a multifaceted system that encompasses several underlying technologies, human touch, and attention to detail to guarantee every ticket is right every time. Each reservation is electronically read to ensure the following high-level metrics:

- Reservation accuracy
- Company data collection
- Pre-trip authorizations as required
- Policy compliance
- Contract and preferred supplier usage
- Traveler preferences

- **Communicating all travel industry issues to each Participating Entity, Lead State, travel coordinators, and Travelers**

CTM uses multiple outlets to communicate industry events and updates to our clients, including NASPO-participating states and travelers:

- Direct communications between your CTM Account Manager and travel managers and/or administrators from each participating entity
- Risk and safety alerts specific to itineraries and travel destinations
- Our e-newsletter, The Ticket, targeted for industry updates for business travelers
- Social media outlets, including Facebook, Twitter, and LinkedIn

- **Provide each Participating Entity with a dedicated Airlines Reporting Corporation (ARC) number, International Air Transport Association (IATA) number, and pseudo city code. The successful Proposer will be responsible for all associated fees. and shall maintain ARC and IATA information at no cost to Lead State or any Participating Entity for the term of the Master Agreement.**

CTM will provide the necessary ARC number(s) and GDS Pseudo City Code access to fully meet the scope of work provided.

3.4.4.2 Online Booking Tool and Reservation Process

Describe the proposed booking tool(s) and Proposer’s ability to provide multiple options for industry-wide recognized online booking tools, allowing each Participating Entity to choose the booking tool, which provides the best value to them. Two tools that must be offered along with others are NuTravel and Concur booking tools.

We propose the most modern corporate tools in the market to support NASPO for our next contract period, ensuring your program is both feature-forward and user-friendly. We will continue to provide NASPO-participating entities with a robust suit of online booking technologies. We will continue to offer a choice of Concur, GetThere, Etta, Certify (formerly NuTravel), and Lightning, CTM’s proprietary online booking tool.

Feature	Lightning  LIGHTNING	Certify  emburse certify	Concur  SAP Concur	Etta  etta Powered by Deern	GetThere  GetThere
Allows employees to book travel 24/7	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Allows booking of air, car, rail, and hotel	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Allows booking on mobile app	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Designates preferred carriers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Incorporates carbon features and reporting	<input checked="" type="checkbox"/>				
Incorporates non-GDS content	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Allows profile maintenance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Incorporates traveler status into search results and seat selection	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Increases compliance with company travel policy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Lowers travel cost	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Usability rating	✓✓✓✓	✓✓	✓✓	✓✓✓	✓✓
Available via CTM Portal	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

With a strong focus on the end user through a highly intuitive and sleek user interface, Lightning is a 100% cloud-based platform and designed specifically to meet the fiscal and usability needs of the mid-market. It delivers the most interactive user interface and is fully integrated with CTM SMART Technology. Lightning also provides full access to non-GDS accommodation inventory, government per diems, and other features important to NASPO-participating states.

We look forward to continuing a relationship where each participating entity can select the tool that is most appropriate to their program.

Regardless of selection of online booking tool, we look forward to also offering CTM SMART Technology to each NASPO-participating state. This suite of applications meets diverse needs and support visibility, planning, booking, risk, and safety, including CTM Portal, which will become state travelers' one-stop-shop for all their travel needs. CTM Portal is customized per state and will link to all appropriate tools for the participating account tailored to the user access level.

The booking tool must at a minimum:

- **Provide real time search and booking capabilities, available 24 hours a day, 7 days a week, with no additional charge to maintain, set up, or customize the booking tool and downtime within agreed upon service level agreements.**

Yes. All proposed booking tools are available 24/7/365 from your PC, phone, or tablet device. All online booking tools boast uptimes over 98%, averaged over the previous 12 months, with minimal schedule downtime for maintenance and minimal outages.

- **Maintain Traveler profiles, with the capability of adding, maintaining user log in, changing or deleting profiles by users.**

Yes. CTM generally recommends a regular HR synch of authorized travelers to ensure safety and security. CTM administrators can also remove any unauthorized travel staff at your request. In addition, we assist planners in auditing their profiled travelers for routine clean-up. Travelers may update their travel profile through Lightning or by contacting an agent.

- **Be accessible for viewing and booking on a smartphone or tablet, in addition to a workstation desktop.**

Yes. All offered online booking tools are available 24/7/365 from your PC, phone, or tablet device.

- **Provide on-line user support i.e. chat support, etc.**

Yes. Unique to CTM, your travelers will receive assistance with online booking by their designated agent team that will also handle all new reservations. Agents are available via email, online chat (based on choice of online booking tool), and phone, including click-to-dial features on mobile applications. This assistance can range from calling a sold-out hotel and answering questions about itinerary pricing to anything else your travelers may have questions about while booking online.

By supporting all technologies from a dedicated team, reluctant users are more likely to try the tool with a trusted partner they can call for assistance. This approach results in greater technology adoption and subsequent savings for tech-savvy and novice users alike. At all user levels, we see satisfaction and trust in the tools provided skyrocket when technology is supported by dedicated agents.

Our Technical Helpdesk provides navigational- and software-level support. These experts will also jump in to assist as well in the event of user-generated system errors, forgotten passwords, and negotiated rate programming. Our complimentary Technical Helpdesk is an in-house team of fully trained agents who are also experts in online booking automation and technology.

Our Automation Specialists will ensure all administration of policy, preferences, and customization of your online booking tool for the life of our partnership, regardless of your point of purchase of the tool. This service is provided complimentary.

We do not operate a separate fulfilled operation, and all tickets—whether generated online or offline—are fulfilled by the same mid-office and invoicing software and supported by the same team of professionals.

- **Online booking tool access must be secure; at least password protected and contain a ticket and payment authorization system.**

Yes. State travelers will continue to enjoy secure access to the chosen online booking tool, CTM Portal, and authorized tools, as part of our partnership over the next contract term. This is a secure password-protected process that is customized to each participating entity.

All authorized users will have access to CTM Portal, a secure area with access to online booking systems. Single sign-on is available from the state's network domain on an individual level. The CTM Portal link can also be placed on the existing NASPO ValuePoint travel website, hosted by CTM. Based on the unique user log-in, CTM Portal displays applicable tools, widgets, and features specific to the participating state—online booking tool, approval, reporting, etc., tailored to the individual user level based on authorized access to each tool. For example, reporting access is limited to authorized users. This includes all ticketing and payment systems.

- **Provide reservation confirmation screens.**

Yes. All proposed booking tools will provide confirmation screens. Additionally, Lightning will use an intuitive “active cart” format that replicates a consumer-driven experience within policy for each NASPO-participating state.

- **Permit the use of online changes to be made by the Authorized Purchaser (primary method) and the Global Distribution System (GDS) (secondary method).**

Yes. Online changes may be limited due to carrier restrictions on instant purchase carriers, such as Southwest.

- **Provide capability of saving trips or cloning trip.**

Yes. All booking tools proposed include applicable features for holding, saving, or copying trips.

- **List contracted lodging, air, car rental, and rail suppliers with in the online booking tool.**

Yes. Participating organizations will have access to all NASPO ValuePoint-contracted suppliers, individually contracted suppliers, and all CTM-contracted suppliers. With over \$7.9 billion in travel volume, CTM maintains partnerships with travel industry leaders that bring value back to our clients.

We have utilized our buying power to form contracted relationships with 75 global airlines, including all major carriers, and have leveraged our relationships with all major hotel and car providers. We are global members of the Virtuoso consortia and participate in additional supplier-direct partnerships for added-value amenities, such as upgrades, waivers, and favors. Travelers are directed to the faring option within the allowances set by each state that is the most beneficial to them and the participating organization. This is available within all proposed booking tools.

- **Identify all state-contracted airfares and preferred travel vendors with an icon.**

Yes. Preferred state suppliers are highlighted in all online booking tools, including non-ARC suppliers such as Southwest. Travelers are directed to the lowest possible fare, and all contracted rates are highlighted.

- **Permit the use of the major Airlines Reporting Corporation (ARC) (legacy carriers) and non-ARC (low cost carriers [LCC]) participating carriers.**

Yes. All proposed online booking systems allow integration with ARC, non-ARC, and LCCs. Travelers are directed to the lowest possible fare, and all contracted rates are highlighted.

- **Permit the use of online changes and exchanges (change-modify functionality) for non-ARC participating carriers.**

Online changes may be limited due to carrier restrictions on instant purchase carriers, such as Southwest.

- **Include a secure payment authorization system that allows for multiple billing/payment options for a Participating Entity to have available for its Authorized Users to select from, which must include payment by personal credit card and/or a business travel account (BTA).**

Yes. Payment methods are customized to each state and can be further customized by department as needed. We can incorporate personal cards, corporate cards, BTA and ghost card accounts, virtual payments, and more in our flexible payment options. We use SMART Bill, our proprietary pre-paid hotel solution, to streamline your payment solutions today. We can also demonstrate our latest virtual payment offering as a safer way to pay for hotels for team members without access to a personal credit card.

- **Support a pre-trip approval process to obtain multiple levels of approval via an automated process, and capture information about travel arrangements at the time of booking, i.e. travel itinerary details and trip approvals.**

Yes. CTM offers multiple options for approval systems based on the participating entities' selected online booking system. We can offer both online and offline approval solutions through proprietary CTM approval systems integrated within proposed online booking tools, unique to each state entity and the technology package they adopt.

- **Track and display onscreen to a Participating Entity unused tickets for all airlines by Traveler name, and provide residual value to the Participating Entity or Traveler as part of the booking process.**

Yes. Unused ticket credits are available within all online booking tools, both within the traveler profile and via prompts during the booking process.

- **Support Participating Entity-specific policies identifying acceptable and non- acceptable travel rules.**

Yes. All online booking tools identify policy exceptions and capture a reason code if within acceptable limits, restricting travel entirely for unacceptable limits.

- **Identify and display state certified green hotels with customized icons and sort by priority within the lowest rate available,**

Yes. All online booking tools can support your sustainability practices by indicating green choices.

- **Ability to direct bookings to embedded or accommodated travel management services (single sign on capability).**

Yes. CTM can support single sign-on solutions unique to each state entity.

- **Provide full content and full functionality with non-ARC participating carriers**

Yes. We include non-GDS, distressed inventory, and web fare channels as appropriate. Your policy will guide CTM in offering these fares to participating state entity travelers based on their preferences.

Non-GDS sources include: BookingBuilder, TravelFusion, Farelogix, Sabre CSL, Expedia, Booking.com, Hotels.com, and Direct Connect (e.g., Southwest and Air Canada).

- **Provide the capability to input and transmit a frequent flyer rewards program number at the time of reservation.**

Yes. All online booking tools capture reward information as part of the profile and reservation process.

- **If requested, by the Participating Entity, be able to provide Travelers records to the Participating Entity for a minimum of 8 years from date of purchase or be able to accommodate a Participating States retention rules. As this information will be the information of record for the Participating Entity.**

Yes. While our standard is to retain data for a minimum of 7 years to comply with regulatory expectations, we can accommodate this request.

3.4.4.3 Agent Services

Describe the proposed agent services to be provided by professional travel agent(s), and related services to assist a Participating Entity in meeting its travel needs for various types of domestic and international business travel. Proposer must have a dedicated ARC number if applicable, International Air Transport Association (IATA) number, and pseudo code. Proposer is responsible for all associated fees and must maintain them at no cost to the Participating Entity for the entire term of the Master Agreement.

CTM will provide the necessary ARC number(s) and GDS Pseudo City Code access to fully meet the scope of work provided for existing participating entities and as needed when new states join the program.

Agent Services must include at a minimum:

- **Processing and issuance of a credit on downgraded exchanged tickets to a Participating Entity originally billed for the ticket. When a Participating Entity applies for a credit, the successful Proposer will promptly process the necessary paperwork and the credit should be applied to the Business Travel Account (BTA).**

Yes. CTM will promptly process all requests for refunds, downgrades, exchanges, and the like. This can be requested online or by contacting an agent.

- **Ability to access state-contracted, discounted airfares and city pairs.**

Yes. Each participating state will have access to NASPO-contracted rates as well as any directly contracted rates applicable to that unique state entity. Travelers are directed to the lowest possible fare for each reservation. By integrating contracted, GDS, and aggregate content for state travelers into online and offline booking systems, we guarantee we offer the lowest fare available at the time of ticketing to every traveler; this includes all NASPO and individually contracted rates, as authorized for availability for each traveler.

- **Ability to book and integrate non-GDS/non-ARC carriers and the data within the booking process.**

Yes. We include non-GDS, distressed inventory, and web fare channels as appropriate. Your policy will guide CTM in offering these fares to participating state entity travelers based on their preferences.

Non-GDS sources include: BookingBuilder, TravelFusion, Farelogix, Sabre CSL, Expedia, Booking.com, Hotels.com, and Direct Connect (e.g., Southwest and Air Canada).

- **Secure reservations via a GDS and automated monitoring of fares on a scheduled basis for the reissuing of tickets when the fare has decreased.**

Yes. In addition to the quality control monitoring in place today, CTM offers rate and fare re-shop tools in order to ensure you receive the lowest possible rates. The re-shop services search for reduced fares and hotel rates from the time of ticketing to travel in order to provide savings opportunities while adhering to your travel policy requirements.

CTM partners with TRIPBAM, one of the industry's leading hotel re-shopper sites that will help find the best hotel rates possible. TRIPBAM will search for better rates within a specific property, as well as monitor rate fluctuations in preferred hotels nearby. It will even sort amenity packages, increasing the odds of finding better rates (e.g., two queen-sized beds are sometimes cheaper than a king-sized bed). Once a lower rate is found, it can be automatically rebooked within seconds—or the traveler, agent, or employee can review the offered rate prior to rebooking.

CTM has also formed a partnership with FairFly, a global leading provider of air price assurance software. To support this partnership, we have built a seamless integration with fully automated rebooking that is turnkey for travelers and alerts them whenever a flight is rebooked.

FairFly's re-shopping strategy ensures that rebookings are truly like-for-like by providing lower rates on the same airline, same itinerary, same cabin, and same seat, leading to zero disruption for the traveler.

- 24/7 fare monitoring
- Customizable threshold
- Actionable
- Seamless – no traveler disruption

- **Offering the lowest available rates and fares for all travel reservations.**

We guarantee that NASPO-participating agencies will receive the lowest available published airfares at the time of booking. CTM ensures that all travel purchases are made in accordance with applicable NASPO travel and individual state policies. By integrating policy parameters and all available rates with our quality assurance platforms and online tool customizations, we are able to ensure that NASPO travelers will receive the lowest possible fare and guarantee the lowest logical airfare within individual state guidelines.

We secure fares through our multi-sourcing and quality control technologies, and we access airline content and inventory from GDS and non-GDS systems. By integrating contracted, GDS, and aggregate content for state travelers into online and offline systems, we guarantee we offer the lowest fare available at the time of ticketing to every traveler.

- **Verification of rates and fares for all tickets issued. In the event fares are reduced, the successful Proposer shall search out affected tickets and reissue them at the lower rates.**

Yes. In addition to the quality control monitoring in place today, CTM offers rate and fare re-shop tools in order to ensure you receive the lowest possible rates. The re-shop services search for reduced fares and hotel rates from the time of ticketing to travel in order to provide savings opportunities while adhering to your travel policy requirements.

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- 24/7 fare monitoring
- Customizable threshold
- Actionable
- Seamless – no traveler disruption

- **Assistance with and reconciliation and resolution of any problems associated with reservations and tickets (includes air, rail, lodging, bus, motor coach services and car rentals).**

Unique to CTM, your first line of assistance with a supplier service issue is your designated agent travel team. Your team is encouraged and empowered to make outcalls on your behalf to resolve issues quickly and in your favor. Should they be unable to reach a resolution, they will enlist the assistance of your Account Manager. Resolution is communicated immediately via your dedicated team and your Account Manager. We track all issues—as well as waiver, favors, and resolutions—and report all outcomes at each Strategic Account Review.

- **Ability to have access to a 24 hour seven day a week nationwide toll-free line must be available for emergencies.**

Outside of standard business hours, CTM offers wholly owned agent support through in-house teams located virtually in North America. After standard business hours, phone calls to your agent team automatically forward to our emergency service/after-hours team, CTM24, providing a seamless transition that will not require your travelers to call a different number.

The CTM24 team is comprised of highly qualified travel professionals who assist with online and offline bookings during non-business hours. The CTM24 team will work with travelers on existing or new reservations, as well as on any travel changes and interruptions. The team will also monitor online reservations to ensure that all tickets are issued. There is a coordinated communication channel to advise the agent teams if any follow-up is needed.

In addition, all after-hours teams will have the same access to NASPO-preferred supplier contracts and program requirements as daytime agent teams.

3.4.4.4 On-site Agent Services

Describe the proposed process for providing on-site professional travel agent (s) including equipment, and software access to book travel and related services to assist a Participating Entity in meeting its travel needs for various types of domestic and international business travel. The services in Section 3.4.4.2.1 would be the same services the onsite agent would provide. Data available to on-site agents and any booking tool used must adhere to security standards listed in Attachment A, Sample Master Agreement and any Participating Addendum. On-site services may also require additional physical and public health safety laws, rules, and policies be followed by on-site Proposer representatives.

Other criteria for Proposer’s Proposal for On-Site Agent Services are the reporting Services outlined in Section 3.4.4.3, and the ability to handle high volume of requests, individual travel, group travel domestic and international and the ability to book all types of travel.

On-site agent services can be easily applied within the NASPO travel program using a dedicated model and in adherence to established MSA and data privacy agreements.

CTM can provide on-site agent services to individual states and currently has many national and global corporations under direct agreement relationships for on-site staff. In these programs, CTM has developed award-winning agent and user solutions that can help optimize on-site travel operations:

- Expert travel agents and managers, including state staff or CTM staff

- Dedicated backup professionals
- In-house training, agent support, and after-hours teams
- Quality assurance and flexible fulfillment
- Agent desktop solutions
- ARC/PRISM/BSP support and reporting
- Online booking tools
- Data consolidation and reporting
- Risk management and duty-of-care programs
- Consultative account management

Under a dedicated model addendum, CTM agents can be placed on-site at participating state offices while connected to CTM booking and agent desktop solutions, and leveraging the CTM telephony system or that of the participating state. All systems, data collection, and privacy and security measures would remain as stated for traditional and online booking channels.

In these models, overflow or high-call volume requests, scheduled and unscheduled absences, and group or specialty team support is provided through existing CTM teams in a fluid and collaborative workflow.

3.4.4.5 Scheduling and Booking:

Describe the proposed process for scheduling, booking, and ticketing air transportation, rail, rental car, motor coach, busses and hotel reservations, and other travel requirements as necessary, for individual and group Travelers traveling on behalf of a Participating Entity. Scheduling and booking may be done via phone or on-line.

Scheduling and Booking Services must include at a minimum:

- **The ability to access state-contracted, discounted airfares and city pairs.**

Yes. Each participating state will have access to NASPO-contracted rates as well as any directly contracted rates applicable to that unique state entity. Travelers are directed to the lowest possible fare for each reservation. By integrating contracted, GDS, and aggregate content for state travelers into online and offline booking systems, we guarantee we offer the lowest fare available at the time of ticketing to every traveler that includes all NASPO and individually contracted rates, as authorized for availability for each traveler.

- **A level of service that can respond to high volume booking during peak times and ensure quality standards of performance are consistently provided.**

Our most recent company-wide client survey resulted in a 97% client satisfaction rate overall, with 98% of respondents indicating their consultants provided high-level service and 98% of procurement clients agreeing that CTM account managers add value to their program.

Performance of all consultants is measured not on how many phone calls they process in a day, but on client satisfaction. We monitor and report telephony statistics for staffing purposes; however, consultant performance is evaluated through customer service surveys, live and recorded monitoring, random follow-up calls, and unsolicited feedback from travelers. Additional incentives can be applied to encourage adoption of your preferred vendors or additional program metrics critical to the success of your program.

By closely monitoring hold times, call volumes, and other key performance metrics, we can apply a fluid staffing approach that allows us to expand and contract your team as needed, on demand. We can also provide backfill relief teams with additional staffing to support peak weather demand and instances of systemwide spikes through our in-house, after-hours teams.

- **Ability to access state-contracted, discounted airfares and city pairs.**

Yes. Each participating state will have access to NASPO-contracted rates as well as any directly contracted rates applicable to that unique state entity. Travelers are directed to the lowest possible fare for each reservation. By integrating contracted, GDS, and aggregate content for state travelers into online and offline booking systems, we guarantee we offer the lowest fare available at the time of ticketing to every traveler that includes all NASPO and individually contracted rates, as authorized for availability for each traveler.

- **Ability to book and integrate non-GDS/non-ARC carriers and the data within the booking process.**

Yes. We include non-GDS, distressed inventory, and web fare channels as appropriate. Your policy will guide CTM in offering these fares to participating state entity travelers based on their preferences.

Non-GDS sources include: BookingBuilder, TravelFusion, Farelogix, Sabre CSL, Expedia, Booking.com, Hotels.com, and Direct Connect (e.g., Southwest and Air Canada).

- **Secure reservations via a GDS and automated monitoring of fares on a scheduled basis for the reissuing of tickets when the fare has decreased.**

Yes. In addition to the quality control monitoring in place today, CTM offers rate and fare re-shop tools in order to ensure you receive the lowest possible rates. The re-shop services search for reduced fares and hotel rates from the time of ticketing to travel in order to provide savings opportunities while adhering to your travel policy requirements.

CTM partners with TRIPBAM, one of the industry's leading hotel re-shopper sites that will help find the best hotel rates possible. TRIPBAM will search for better rates within a specific property, as well monitoring rate fluctuations in preferred hotels nearby. It will even sort amenity packages, increasing the odds of finding better rates (e.g., two queen-sized beds are sometimes cheaper than a king-sized bed). Once a lower rate is found, it can be automatically rebooked within seconds or the traveler, agent, or employee can review the offered rate prior to rebooking.

CTM has also formed a partnership with FairFly, a global leading provider of air price assurance software. To support this partnership, we have built a seamless integration with fully automated rebooking that is turnkey for travelers and alerts them whenever a flight is rebooked.

FairFly's re-shopping strategy ensures that rebookings are truly like for like by providing lower rates on the same airline, same itinerary, same cabin, and same seat, leading to zero disruption for the traveler.

- 24/7 fare monitoring
- Customizable threshold
- Actionable
- Seamless – no traveler disruption

- **Offering the lowest available rates and fares for all travel reservations.**

We guarantee that NASPO-participating agencies will receive the lowest available published airfares at the time of booking. CTM ensures that all travel purchases are made in accordance with applicable NASPO travel and individual state policies. By integrating policy parameters and all available rates with our quality assurance platforms and online tool customizations, we are able to ensure that NASPO travelers will receive the lowest possible fare and guarantee the lowest logical airfare within individual state guidelines.

We secure fares through our multi-sourcing and quality control technologies and access airline content and inventory from GDS and non-GDS systems. By integrating contracted, GDS, and aggregate content for state travelers into online and offline systems, we guarantee we offer the lowest fare available at the time of ticketing to every traveler.

- **Verification of rates and fares for all tickets issued. In the event fares are reduced, the successful Proposer shall search out affected tickets and reissue them at the lower rates.**

Yes. In addition to the quality control monitoring in place today, CTM offers rate and fare re-shop tools in order to ensure you receive the lowest possible rates. The re-shop services search for reduced fares and hotel rates from the time of ticketing to travel in order to provide savings opportunities while adhering to your travel policy requirements.

CTM partners with TRIPBAM, one of the industry's leading hotel re-shopper sites that will help find the best hotel rates possible. TRIPBAM will search for better rates within a specific property, as well monitoring rate fluctuations in preferred hotels nearby. It will even sort amenity packages, increasing the odds of finding better rates (e.g., two queen-sized beds are sometimes cheaper than a king-sized bed). Once a lower rate is found, it can be automatically rebooked within seconds or the traveler, agent, or employee can review the offered rate prior to rebooking.

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- 24/7 fare monitoring
- Customizable threshold
- Actionable
- Seamless – no traveler disruption

- **Assistance with, and reconciliation and resolution of, any problems associated with reservations and tickets (includes air, rail, lodging and car rentals). This could include ensuring Travelers know what documents are required to travel (passport, tourist cards, and other documentation for foreign or domestic travel).**

Unique to CTM, your first line of assistance with a supplier service issue is your designated agent travel team. Your team is encouraged and empowered to make outcalls on your behalf to resolve issues quickly and in your favor. Should they be unable to reach a resolution, they will enlist the assistance of your Account Manager. Resolution is communicated immediately via your dedicated team and your Account Manager. We track all issues, as well as waiver, favors and resolutions, and report all outcomes at each Strategic Account Review.

Via CTM Portal, all NASPO users can have instant access to COVID-19 information by state and country level to identify COVID-19 risk as well as border statuses, restrictions, quarantine, travel policies, and documentation needed to travel to the desired destination. For any entity that does not currently take advantage of our CTM Portal offering, we will work with NASPO to ensure this important planning and booking resource is re-offered and enabled for each participating entity. Your CTM agent team has access to identical information to ensure expedient service.

3.4.4.6 Ticket Distribution

Describe the proposed process by which Proposer will accurately distribute customized e-ticket itineraries and receipts at time of ticketing or booking, and process paper documents when electronic tickets are not available. Ticket Distribution Services must include at a minimum:

- **A quality control program to ensure reservations are correctly booked and documented, addressing at least: all necessary changes or adjustments in travel documents that may be required due to rescheduling on the part of a Participating Entity or on part of a Traveler prior to the trip or during the trip.**

We are committed to providing quality "get it right the first time" service through experience, extensive training, and quality control systems, which help us achieve the standards you expect. We invest in training and retraining personnel to ensure they are up to date with the developments in our industry and the requirements of a varied client base.

Our quality assurance and auto-ticketing process is a multifaceted system that encompasses several underlying technologies, human touch, and attention to detail to guarantee every ticket is right every time. Each reservation is electronically read to ensure the following high-level metrics:

- Reservation accuracy
- Company data collection
- Pre-trip authorizations as required
- Policy compliance
- Contract and preferred supplier usage
- Traveler preferences
- Form of payment

CTM blends our in-house developed tools with best in class products and procedures to deliver layered controls for operational efficiency, strong data validation throughout the booking cycle and powers robust and reliable fulfillment automation.

Additional automated reservation monitoring systems include:

- CTM Banx – Unused credit usage, integrated with online booking, tracks credits that available for reuse.
- Re-shopping – Searches for reduced rates from the time of ticketing to travel
- CTM Risk and CTM Alerts – Monitors PNRs from the time of ticketing through travel for pertinent itinerary updates, traveler tracking and risk communications.
- CTM Data Reporting – Reservation data is synched to reporting systems for full visibility.

All reservation changes and updates are captured within CTM automation and subsequent reporting systems for real-time access to reservation and traveler tracking data.

- **Automated capability to complete pre-trip audits to ensure that the bookings/fares are adjusted to the lowest fare that meets the Traveler need.**

Yes. In addition to the quality control monitoring in place today, CTM offers rate and fare re-shop tools in order to ensure you receive the lowest possible rates. The re-shop services search for reduced fares and hotel rates from the time of ticketing to travel in order to provide savings opportunities while adhering to your travel policy requirements.

CTM partners with TRIPBAM, one of the industry's leading hotel re-shopper sites that will help find the best hotel rates possible. TRIPBAM will search for better rates within a specific property, as well monitoring rate fluctuations in preferred hotels nearby. It will even sort amenity packages, increasing the odds of finding better rates (e.g., two queen-sized beds are sometimes cheaper than a king-sized bed). Once a lower rate is found, it can be automatically rebooked within seconds or the traveler, agent, or employee can review the offered rate prior to rebooking.

CTM has also formed a partnership with FairFly, a global leading provider of air price assurance software. To support this partnership, we have built a seamless integration with fully automated rebooking that is turnkey for travelers and alerts them whenever a flight is rebooked.

FairFly's re-shopping strategy ensures that rebookings are truly like for like by providing lower rates on the same airline, same itinerary, same cabin, and same seat, leading to zero disruption for the traveler.

- 24/7 fare monitoring
- Customizable threshold
- Actionable
- Seamless – no traveler disruption

- **Provide each Traveler and the Participating Entity with a complete electronic trip itinerary.**
Yes. Itineraries are delivered immediately upon ticketing to the designated email address(es) for the reservation. Users also have access to itinerary information within CTM Mobile and integrated mobile applications as aligned to online booking tool choice.
- **Comply with each Participating Entity-specific travel policies and trip approval requirements as specified by a Participating Entity or Authorized User.**

Yes. Policies and preferences are customized for all NASPO participants and for each individual state. Exception information is collected from the traveler explaining policy exceptions unique to NASPO and/or the individual state, including low fare comparison data for itinerary display and

subsequent reporting, and CTM can also immediately alert the travel manager to the booking within the void period. CTM can also restrict ticketing for selections outside of your preferred ticketing limits without travel manager approval. Additionally, daily and monthly exception reporting supports both immediate behavior modifications within the void window and trend analysis for application to your travel policy.

- **Documentation of Passenger Name Record (PNR) with exception documentation, reason codes, and low fare comparison.**

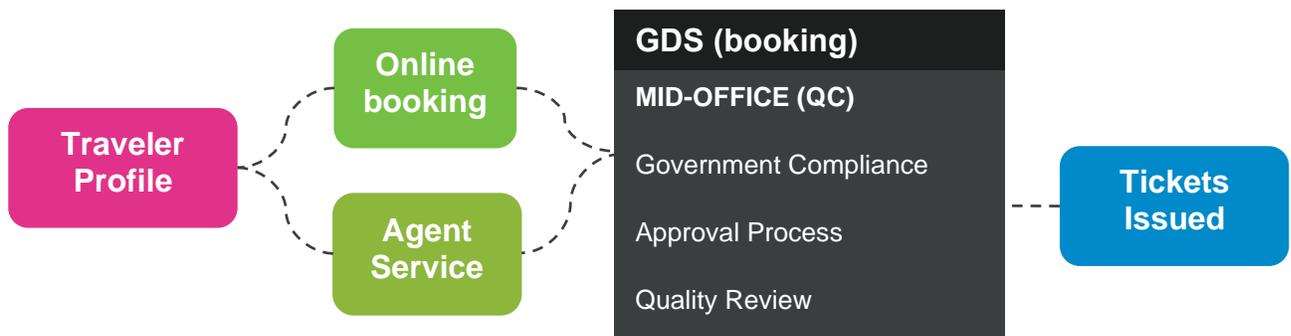
Yes. Exception information is collected from the traveler explaining any policy exceptions, including low fare comparison data for itinerary display and subsequent reporting, and CTM can also immediately alert the travel manager to the booking within the void period. CTM can also restrict ticketing for selections outside of your preferred ticketing limits without travel manager approval. Additionally, daily and monthly exception reporting supports both immediate behavior modifications within the void window and trend analysis for application to your travel policy.

3.4.4.7 Reservation(s) Process

Describe the proposed process for ensuring availability of all reservations through the Global Distribution System (GDS) and the online booking tool, including the ability to hold reservations according to the supplier rules and requirements.

All reservations follow the same workflow, originating with the traveler profile, through the online or offline booking process, synched to the GDS for ticketing, invoicing and subsequent reporting.

CTM can hold reservations in the GDS or via non-GDS booking source based on carrier rules and parameters for each specific booking.



3.4.4.8 Annual Lodging Refresh

Describe Proposer’s solicitation process for recruiting and onboarding lodging providers, and management of its hotel directory. The solicitation process will integrate with the On-line Booking Tool and GDS Systems. This process includes using a system to send out room rate agreements and a central communication push to notify hotels of the opportunity.

CTM utilizes automated technologies to manage hotel negotiations and RFPs for our customers, including Lanyon Technologies and Sabe RFP. These robust systems can perform hotel rate RFPs, rate loading audits and greatly reduce the manual overhead involved in negotiating hotels. An online hotel directory can also be provided to your travelers to support your offering.

CTM uses our hotel experts and automated tools to reinforce NASPO's hotel portfolio and provide the infrastructure needed to proactively manage this complex piece of the program. We have the experience and technology to support your robust hotel portfolio. The CTM Hotel program, for example, currently boasts rates at more than 45,000 properties.

Prior to the COVID-19 downturn, CTM managed just under 3,500 properties in the NASPO hotel portfolio annually as part of your preferred hotel portfolio. As a result of rolling this offering through downtime, the NASPO ValuePoint hotel program currently reports over 11,000 qualified lodging facilities consisting of over 1,000,000 rooms that will honor GSA Per-Diem Rates for state and political subdivision employees traveling on official business. We will continue to manage this portfolio as volume returns.

NASPO and participating states will continue to have access to this evolving cooperative purchasing effort, we well as access to all discounted CTM rates available, including agency and consortia aggregate vendor discounts with air, hotel, car rental, and grounds transportation suppliers.

The annual refresh:

- **Sending out instructions and assist hotels with loading their information into the booking tool and the GDS System**

Yes. Our use of industry tools allows us to automate much of this process and focus on negotiating rates and assisting properties with timely submissions. We also ensure any state(s) that may not currently be part of the CTM NASPO travel program still have access to this hotel program. CTM fully manage this portfolio and process for NASPO.

- **Sending out communications to properties and maintain property directory that can be supplied to participants.**

Yes. Automation allows property messaging in support of your hotel negotiations.

- **Government rate must be offered, and lower rates should be further negotiated when possible. Where the Participating Entity has agreements with hotels/motels for discounted government rates or is able to obtain lower rates than offered by the Proposer, the Proposer shall obtain such rates or lower rates. For current lodging per diem rates, refer to <http://www.gsa.gov/portal/content/104877>**

Yes, government rates are offered.

Our hotel analysts are rate experts, with extensive knowledge of government rates, per diems, policies and regulations. We strive to negotiate the lowest possible rate, sometimes beating the daily per diem. Both per diem and negotiated rates are presented to NASPO travelers to choose the most economical option at every opportunity.

- **Continuing to add hotel price agreements to negotiate state government rates and add to the hotel lodging program.**

Yes. Developing a comprehensive hotel property portfolio is an ongoing endeavor, with at minimum annual review of performance and rate negotiation.

- **Lodging reservations, which includes initiating and confirming reservations and confirming the rate at which the reservation is made. When a reservation is completely canceled, Proposer is responsible for canceling the accompanying lodging reservations unless requested not to do so.**

Yes. CTM will cancel all segments of applicable bookings to ensure there are no unintended costs.

- **Include a plan to mitigate lodging provider's unique payment needs if the room is pre-paid by someone other than the traveler. For instance, the need for a third-party credit card authorization form or direct bill account.**

Yes. Payment methods are customized to each state and can be further customized by department as needed.

CTM will be happy to introduce NASPO to other partners who can streamline virtual payment solutions, including Conferma and CSI. Sabre's Conferma solution easily integrates with an existing banking relationship to generate virtual payment cards for travel segments. CSI leverages its own banking power by acting as the lender to generate virtual payment solutions for travel as well as other expense segments.

As a minimum, we support direct payment through SMART Bill, CTM's tool that reduces fraud risk within traditional hotel pre-payment fax processes, to streamline your payment solutions.

- **Offering hotel properties certified in green lodging. These hotels at the per diem rate in the traveler's preferred location, as the first option to be offered to the Traveler.**

Yes. All proposed online booking tools indicate green hotel options to participating travelers.

3.4.4.9 Additional Services Description and Additional Assurances

At a minimum include:

- **Describe the process for notifying travelers of airport closings, flight status changes, weather delays, or any other travel related delays while the Traveler is in travel status, in a timely manner. Including communication for trips booked with the booking tool online and agent assisted.**

GDS systems monitor the reservation for flight status updates and delays, integrated with our mobile solutions for traveler communication. We integrate with third-party applications, including CTM Mobile, Concur Mobile, and Triplt from Concur Solutions, as well as TripCase, a Sabre solution.

Travelers will have access to mobile applications to stay connected via their favorite device. These allow for a traveler to manage anything travel related, such as flights, rail, hotel, and cars—or viewing an existing itinerary from a tablet device or smartphone. Travelers can receive critical flight alerts, delay updates, security notices, gate changes, and other valuable information when they need it most.

Additionally, between departure and return, the CTM Alert system will notify travelers of alerts in their area. These alerts are customized to the alert and contain specific information for travel assistance, evacuation, and support.

CTM integrates information from third-party providers into our CTM Alert system. Risk alerts are received in real-time and matched to itinerary and profile data, and messages are distributed within minutes.

- **Describe duty of care and travel risk services, provided and the process for using them if needed.**

CTM SMART Technology is our proprietary resource that consolidates travel management tools and each state entity's chosen online booking tool into a one-stop-shop platform. Travelers, arrangers, and managers alike can book travel, witness cost savings, and communicate in an intuitive way. It is an innovative ecosystem with a personalized structure.

Together, we will evaluate the appropriateness of each application to achieve optimum integration and efficiency for each participating NASPO state.

NASPO has access to intuitive traveler tracking technology and traveler risk messaging services to support NASPO duty-of-care efforts:



CTM's Traveler Tracker + GeoRisk supports your duty-of-care program by tracking travelers' locations via their travel itinerary—anywhere in the world. Updated in real time and fully integrated with the individual's travel itinerary, CTM's interactive global mapping tool provides an instant picture of country-by-country risk levels via a color-coded map. You can track the status of the flights "live" as well as communicate directly to travelers via SMS or email.

CTM Alert, our automated risk alert platform, will be customized to each entity's unique requirements. It has two primary functions: alerting travelers to impending incidents or issues relating to their travel and monitoring your policy to drive governance guidelines on the number (or types) of individuals booked on the same flight.

Incident alerts use the traveler's itinerary; the system can send location-specific risk alert information directly to the traveler and travel manager. Risk content is derived from a third party risk assessment company plus content integrated from the Pacific Tsunami Warning Centre.

Reservation data is synched from Sabre to our CTM SMART Technology tools every 20 minutes for real-time risk, alert and approval information outside the GDS schema for both domestic and international travelers. These are automated systems that do not require manual reports to be run to identify affected travelers. The system delivers incident alerts only to affected travelers, on average within minutes of an alert being issued. Travel Managers not only receive the alert, but also an attached file including details on every affected traveler.

- **Describe the process for providing credits or refunds for travel services not utilized within seven (7) days of the cancellation or change.**

We have an under 7-day refund policy. Refunds are processed immediately with final payment from the carrier based on carrier terms.

Because of the stoppage of travel this past year, companies now have more unused tickets than normal and most major airlines have dropped their change fees to accommodate the unpredictable effects COVID-19 has had on travel, which makes your unused tickets even more valuable.

To help manage the tracking and usage of these valuable assets, we use CTM Banx—our web-based, proprietary solution that automatically tracks, updates, utilizes and reports on unused tickets. CTM Banx also:

- Performs quality checks at the time of ticketing to ensure available credits are used
- Automatically sends reminders to cancel tickets if needed
- Records unused credits in the traveler profile and prompt their use in the traditional and online booking processes
- Creates reporting to ensure transparency and compliance

In addition, our automated system will incorporate amended expiry dates and airline waivers available for unused ticket credits, allowing us to help our customers reduce change costs for tickets affected by COVID-19 travel restrictions. CTM will also process carrier direct name change requests as needed. And have also supported those airlines that require us to reissue tickets to extend the validity during COVID-19 to reduce expired assets.

- **Describe the process for issuing a credit to the Business Travel Account (BTA) on downgraded exchanged tickets to the Participating Entity originally billed for the ticket.**

CTM will return downgraded fares or ticket refunds to the original form of payment. Whenever a lower fare is found within audit parameters, the reservation will be queued to staff for reissue once contact has been made with the traveler. A new invoice with reconciled BTA account will be submitted to the traveler.

3.4.4.10 Website

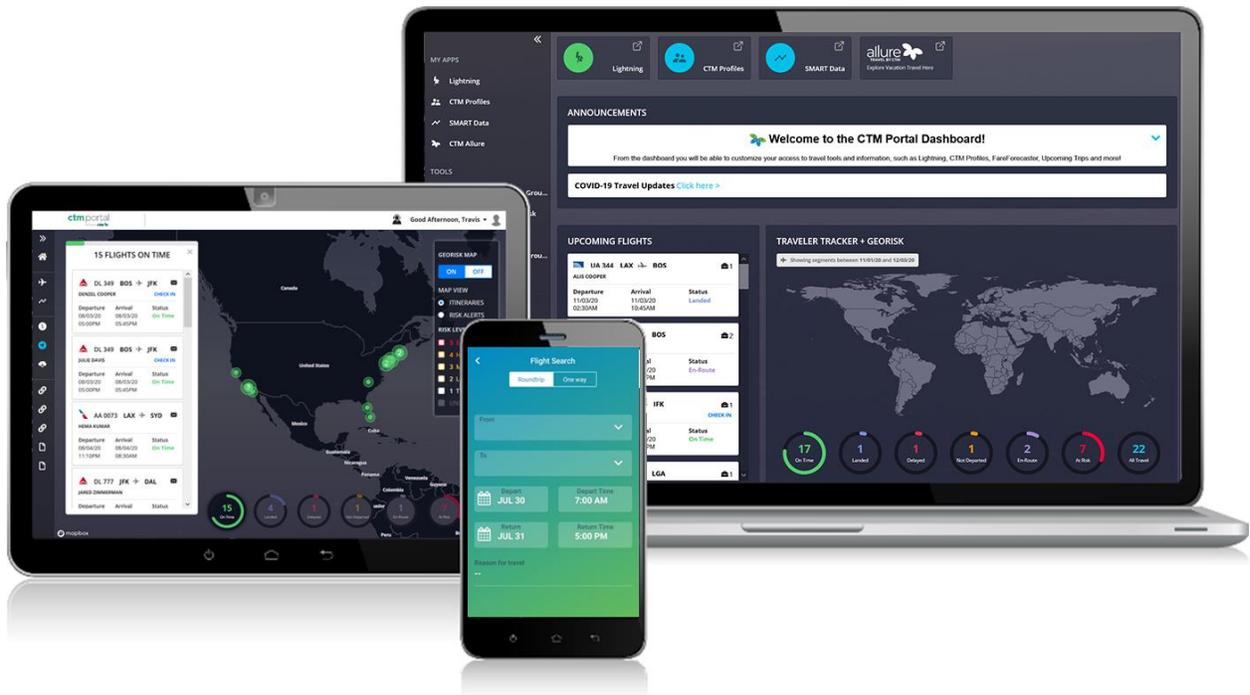
Describe the process by which Proposer will for develop and maintain a user-friendly website where Authorized Users log in for government travel. The website must direct users to the appropriate travel sites (i.e. online booking tool, reporting tool), provide training, forms, FAQ's, travel news, updates and other helpful travel information.

CTM recommends continually refreshing the NASPO ValuePoint Travel Portal with access to the latest in travel technology tools, allowing registration directly into the NASPO ValuePoint booking site.

Participating states also have access to CTM Portal, a one-stop-shop for every element of a travel program, accessible online anytime and anywhere. Secure and fully customizable down to user-level, CTM Portal integrates the participating entity's online booking tool and CTM's suite of planning and management tools into a single, user-friendly, intuitive and interactive web portal.

CTM Portal can be accessed via any modern web browser meaning there's no new software to download and you can access the Portal from anywhere with an internet connection, including your smartphone or tablet.

Access is customized by each unique user login, with appropriate access granted unique to the NASPO travel program and to the unique participating entity. For example, users will be directed to the online booking site specific to their participating organization and user rights specific to their authority level. For example, travelers will see the Fare Forecasting widget to predict cost efficient travel dates and travel administrators will see traveler tracking and reporting tools.



CTM Portal features booking integrations with proposed tools.

We look forward to continuing to introduce NASPO and all participating states to this available resource over the next contract term.

The Website approach and plan must include customized sub sites for the following entities at no additional charge:

- **NASPO ValuePoint sub site.**

Yes. CTM will maintain and refresh the NASPO ValuePoint travel website to provide access to the latest in travel technology tools to participating states. We would recommend including links to directly to the online booking tool re-implemented by NASPO as well as access to CTM Portal, a one-stop-shop for every element of your travel program. CTM Portal guides access to the customized online booking tool made available for each state. We will also maintain a lodging-only site for NASPO aggregate use by participating states.

- **Entity and State Specific sub sites.**

Yes. Access to CTM Portals is customized by state and ensures access to the selected online booking site with access to corresponding fares, travel tools and reporting systems. Additionally, a lodging-only booking site is customized for access outside the online booking tool, but still captured within state reporting metrics for cooperative contracting.

- **Access the NASPO ValuePoint discounted travel agreements (air, rental car, lodging, etc.).**

Yes. All available rates are displayed in all online and offline systems, as available to each traveler.

- **These sub-sites must be configurable to meet the Participating Entity's Authorized User profiles.**

Yes. Access to CTM Portal is customized at the user level and ensures access to appropriate tools at the state and user level.

- **List NASPO ValuePoint Lodging Program properties and hotels first preference, and then the state's contracted hotels.**

Yes. Content display can be set to prioritize NASPO-contracted partners and rates.

3.4.4.11 Customer Service

Describe the procedures and processes for customer service including hours of availability, speed of calls answered, hold time, how the customers identity is verified, and how adequate staffing is determined. Including at a minimum, Proposer's Service hours in each potential Participating Entity's local time zone during the hours of 8:00 AM to 5:00 PM Monday through Friday of the Participating Entities time zone with the ability to make routine travel reservations and online support during business hours above; excluding weekends and State observed holidays Live agent service outside of normal business hours.

We propose to serve NASPO from a designated Government Travel Team, with normal hours of operation from 8am-5pm, covering all local US time zones, Monday through Friday.

During business hours your calls will ring to the first available member of your agent team, allowing maximum coverage by designated teammates. Overflow calls can be routed to backup agents. By serving travelers through a team of expert staff, CTM easily mitigates factors such as planned and unplanned absences and unexpected spikes in volume.

Outside of business hours, calls automatically roll to after-hours staff. CTM provides an in-house, after-hours team, CTM24. This virtual team of professionals is located strategically across the country to provide personal, out-of-hours service to our travelers. These agents are fully trained and also provide level-one assistance with our online tools. They have access to all pertinent company and traveler information, and adhere to all service levels expected by your daytime team.

3.4.4.12 Include afterhours contact information for Travelers or Participating Entities to contact the Proposer if needed, outside of business hours. After hours contacts must be able to assist the Traveler or Participating Entity with all the services listed above.

Outside of standard business hours, CTM offers wholly owned agent support through in-house teams located virtually in North America. After standard business hours, phone calls to your agent team automatically forward to our emergency service/after-hours team, CTM24, providing a seamless transition that will not require your travelers to call a different number.

The CTM24 team is comprised of highly qualified travel professionals who assist with online and offline bookings during non-business hours. The CTM24 team will work with travelers on existing or new reservations, as well as on any travel changes and interruptions. The team will also monitor online reservations to ensure that all tickets are issued. There is a coordinated communication channel to advise the agent teams if any follow-up is needed.

In addition, all after-hours teams will have the same access to NASPO-preferred supplier contracts and program requirements as daytime agent teams.

3.4.4.13 General Reporting and Other Reporting Areas.

Describe the ability of the reporting system to produce all requested reports. Include a sample of the ten (10) most requested reports.

CTM currently offers NASPO and participating organizations standard reporting modules as part of our CTM Data reporting system, powered by Microsoft Power BI.

CTM looks forward to introducing NASPO to our latest reporting application, CTM Data, which offers real-time reporting to ensure full visibility to all your travel data, including air, car, hotel, and rail spend.

Highlights of CTM Data include:

- Access interactive dashboard reports for quicker, more meaningful insights
- Visualize and dissect complex data in a single click, across every aspect of travel spend, using dynamic filtering
- Gain complete visibility of spend with consolidated data across multiple sources
- Optimize future travel spend
- Influence and enhance travel policy

Reporting can be customized to each viewer and assigned by the main owner. Access for NASPO and each participating state will be configured based on your requirements and granted to your authorized users via encrypted web access.



Dashboards

The CTM Data dashboards provide visual and interactive reporting for a full range of travel reports. The information is formatted to be easily understandable at a glance while also enabling you to drill down into details. The dashboards provide summarized and detailed metrics across the full range of travel spend and behavior.

Broadcast Reports

Broadcast reports, or push reports, are aligned to each participating entity's travel data set and sent at preferred intervals (daily, weekly, monthly, etc.) based on the purpose of the report. For example, exception reporting can be delivered daily to apply immediate behavior modifications within the void window, while summary exception reporting can be delivered monthly to managers for trend analysis.

Other reports Participating Entities may request are:

- **Pre and post trip reporting;**

Yes. Pre- and post-trip reporting is available daily for NASPO and all participating states.

- **Fare savings/lost savings;**

Yes. Reporting can detail lost savings opportunities for NASPO and each participating entity.

- **Fraud alerts;**

Yes. We can report on fraudulent attempts to utilize booking sites.

- **Policy compliance reporting including exceptions reporting;**

Yes. CTM can report on daily exceptions to enable immediate behavior modifications within the void period as well as summary reporting for trend analysis and program development. Exceptions can be reported for NASPO and each participating entity.

- **Top travel/markets/vendors,**

Yes. Reporting can detail supplier market share for NASPO and each participating entity to advance supplier contracting strategy.

- **Travel booking** analysis including online vs. offline transactions,

Yes. Reporting can identify adoption levels as well as predict specific savings goals based on changes to your adoption levels.

- **Crisis management reporting, and**

Yes. Crisis management and risk element reporting is available to Travel Managers and authorized NASPO and state staff directly within CTM Portal. Automated emails alert to the risk with an attached list of affected travelers. Logging into the tracking widget allows individual or group traveler monitoring and direct communication within the application.

- **Class of service required by travel policies and regulations.**

Yes. We can report class of service unique to the policies of each participating state.

3.4.4.14 Accounting

Describe report(s) to show expense tracking, billing codes, vendors, volume, and travelers by state or by agency. These reports can be requested at any time by the Participating Entity, provide the 6 most common reports provided to Proposer's current customers. These reports should include:

- **Billing summary broken down by month including credits and commissions;**

Yes. CTM will continue to provide the detailed billing summaries of costs and revenues within NASPO and participating state requirements.

- **Credit card reconciliation including transaction detail;**

Yes. CTM will continue to provide reconciliation services to NASPO and participating states.

- **Summary and overview of account; and**

Yes. CTM will provide a monthly executive summary and travel management summary, as well as direct self-service access to numerous dashboard reports.

- **Due dates and administrative fee payments and usage reports.**

Yes. CTM will continue to provide reconciled invoices detailing fees and usage.

3.4.4.15 Customized Reports

Describe or demonstrate the ability to customize reports at the request of a Participating Entity, provide the 4 most common reports provided to Proposer's current customers If requested by a Participating Entity, what is the time frame for the turnaround for customized reports?

Yes. Reporting is customized to each participating entity, including departments, cost centers, etc. NASPO and participating states will have direct access to 24/7 self-service reporting dashboards and drill down data within the Power BI system, available via CTM Data for authorized users.

CTM Data includes more than 55 available reports and robust on-demand dashboards that can be further customized to each participating entity and are available for self-service 24/7. Our paginated, on-demand reporting includes a number of parameter selection fields (e.g., date ranges, departments, exceptions) so each entity can tailor reports as needed.

Our most popular reports include travel summary data, exception data, unused ticket data, and travel spend details.

Although we feel that our standard reporting package will cover most travel program's needs, we understand there will be some participating entities may have additional needs. Requests for custom reports are generally provided within one business day. Requests that would require MIS coding or programming would be communicated at the time of request with an estimated delivery timeframe.

3.4.4.16 Unused Tickets

Describe the proposed process for an automated process to identify, track and recover value from unused tickets, on-line or paper tickets, and vouchers, including communication to the Participating Entity. Describe How the Proposer would assist the Purchasing Entity in managing the unused tickets on a monthly basis and in an emergency situation, like COVID.

The process for an automated process to identify, track and recover value from unused tickets. Including communication to the Participating Entity.

Because of the stoppage of travel this past year, companies now have more unused tickets than normal and most major airlines have dropped their change fees to accommodate the unpredictable effects COVID-19 has had on travel, which makes your unused tickets even more valuable.

To help manage the tracking and usage of these valuable assets, we use CTM Banx—our web-based, proprietary solution that automatically tracks, updates, utilizes and reports on unused tickets. CTM Banx also:

- Performs quality checks at the time of ticketing to ensure available credits are used
- Automatically sends reminders to cancel tickets if needed
- Records unused credits in the traveler profile and prompt their use in the traditional and online booking processes
- Creates reporting to ensure transparency and compliance

In addition, our automated system will incorporate amended expiry dates and airline waivers available for unused ticket credits, allowing us to help our customers reduce change costs for tickets affected by COVID-19 travel restrictions. CTM will also process carrier direct name change requests as needed.

CTM will also request refunds or name changes for any unused ticket credit upon request and within ticketing rules and regulations. Final dissemination of ticket refunds is at the discretion of the carrier. CTM will leverage our supplier relationships wherever possible to provide the best outcomes for our clients.

3.4.5 Additional Travel Related Services Available

Describe additional tools related to travel management services and technologies that Participating Entities may be interested in accessing. These services should add value to and enhance Authorized Users' travel management experience. Some of the required travel service level features would be:

- **Ability to update the booking tool with properties not included in the Global Distribution Services (GDS)**

Yes. CTM can include non-GDS content directly in the online booking tool and via agent service.

- **Statewide and nationwide travel agreements**

Yes. Your Account Manager, Keri McDonald, assumes oversight for all consultative services. She and her team will encourage best practice supplier strategies among participating states that drive the capture of national combined value and the buying power of each unique entity. Our consultative support will assist in driving contract maximization for NASPO and participating states as well as engage new opportunities to modernize the NASPO travel program offering.

- **Risk management, and corporate liability planning**

Risk management and duty-of-care obligations grow more complex every day. CTM helps you develop end-to-end solutions that encompass everything from employee safety and security (natural disasters, crime, illness, travel accidents) to general corporate exposure (data breaches, financial audits, liability, etc.).

In addition to the CTM SMART Technology systems that support duty of care through automated messaging and traveler tracking, we provide critical consultation and solutions to drive your comprehensive risk management strategy:

- Global risk analysis including pre-trip, while away, and post-trip analysis
- Traveler tracking and automated warnings and alerts
- Travel and risk policy development
- Destination-based training and strategy
- IT security and compliance testing
- Mobile messaging and connectivity
- Travelers with special needs
- In-house 24/7 agent service
- Business continuity planning and testing
- Integration with third-party extraction providers

- **Meeting and conference planning for small, medium and large groups.**

Your CTM Government travel team can assist with group air bookings as needed to support group movements for NASPO or participating states. We can also assist with small meeting sourcing and group hotel blocks.

CTM also offers the support of our expert meetings division, Event Travel Management as support to any state entities corporate service. Fully outsourced event engagements are quoted per event and meeting services—group air, sourcing, etc.—can be included in any participating entity financial agreement. At current, the NASPO conference team, led by the State of Kentucky, trust ETM to support your group movements.

- **Automated user profile synch technology**

CTM will automatically synch traveler profiles from the GDS and online booking tool for consistency of service for every customer. Automated data feeds are also available to synch traveler profiles with HR systems of participating state entities.

- **Automated travel planning and approval**

CTM offers state travelers robust applications for approval and advance planning. We can customize approval workflows as required by each participating entity based on the goals of their approval process:

- Approve costs. Gain total visibility into your travel spend with cost-based approvals. Our flexible solutions can integrate with online and offline services.
- Permission to travel. Solutions are tailored to each client's needs in a highly customized environment and can integrate with your unique conditions for travel.
- Duty of care. Online and offline solutions can include custom duty-of-care elements and dynamic multi-step processes to support your risk mitigation program.

In addition, CTM provides the latest planning and forecasting tools that empower state travelers to make smarter planning choices prior to even entering the booking tool:

Fare Forecaster, available through CTM Portal, drives savings to your travel program through better informed decision making. This visual representation of up to date flight and hotel data, displayed by specified journey or destination, empowers travelers to make informed and efficient decisions about the most cost effective time to travel without wasting time on multiple searches.

CTM's Traveler Tracker + GeoRisk Information presents planning information via an interactive global map and itinerary-based trip search, providing users with complete visibility of country-level and on-the-ground travel requirements and critical health information. Users can also pinpoint the specific travel requirements for a potential trip by using the '**Travel Restrictions**' itinerary search tool for a fully customized travel overview.

- **Automated airfare and hotel price tracking**

Yes. In addition to the quality control monitoring in place today, CTM offers rate and fare re-shop tools in order to ensure you receive the lowest possible rates. The re-shop services search for reduced fares and hotel rates from the time of ticketing to travel in order to provide savings opportunities while adhering to your travel policy requirements.

CTM partners with TRIPBAM, one of the industry’s leading hotel re-shopper sites that will help find the best hotel rates possible. TRIPBAM will search for better rates within a specific property, as well monitoring rate fluctuations in preferred hotels nearby. It will even sort amenity packages, increasing the odds of finding better rates (e.g., two queen-sized beds are sometimes cheaper than a king-sized bed). Once a lower rate is found, it can be automatically rebooked within seconds or the traveler, agent, or employee can review the offered rate prior to rebooking.

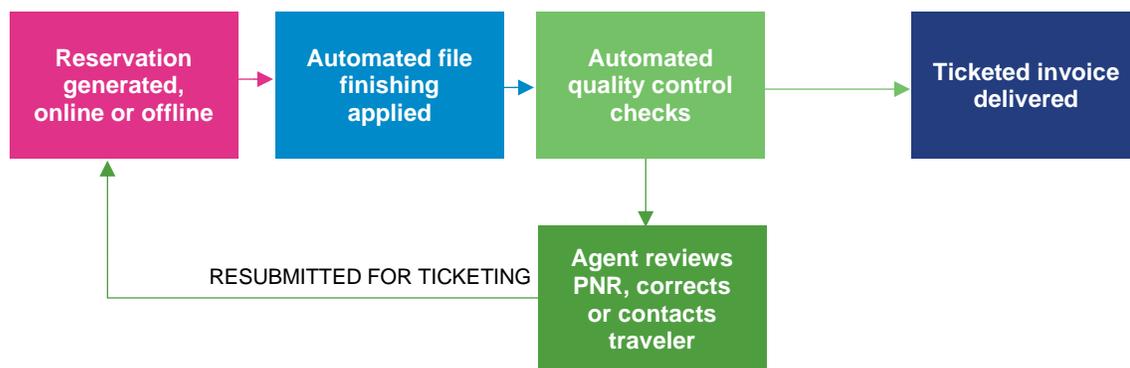
CTM has also formed a partnership with FairFly, a global leading provider of air price assurance software. To support this partnership, we have built a seamless integration with fully automated rebooking that is turnkey for travelers and alerts them whenever a flight is rebooked.

FairFly’s re-shopping strategy ensures that rebookings are truly like for like by providing lower rates on the same airline, same itinerary, same cabin, and same seat, leading to zero disruption for the traveler.

- 24/7 fare monitoring
- Customizable threshold
- Actionable
- Seamless – no traveler disruption

- **Automated expense reporting, invoice management and reimbursements. Explain what tools are available. Including if additional services agreements need to be signed with a third party tool.**

The process depicted below of automated invoicing occurs within one hour:



We are preferred partners of Concur Expense and Chrome River, though CTM can partner with and support any third party expense management system; e.g. PeopleSoft, Concur, SAP and Oracle to help participating states automate this business process.

Additionally, we can deploy virtual payment and Direct Bill solutions that eliminate the need for these reimbursements.

- **Mobile technology**

We offer access to CTM Mobile, a proprietary travel management application that offers itinerary management and booking functionality when integrated with Lightning, as well as third-party tools TripCase, Triplt, and Concur Mobile. These flexible options are tailored to support your selected booking tool and incorporated into your technology package.

All mobile and user technologies are highlighted during implementation communications featuring the benefits to the user based on their role within NASPO.

3.4.6 Implementation /Onboarding

3.4.6.1 Transition

Describe the proposed process for coordinating the transitioning from the current contractor to Proposer. The process must ensure minimum disruption to Authorized Users and avoid decline or gap in Services, and specifically address working with the airlines if any fees associated with un-used tickets if a transition occurs and how existing traveler profiles are set up or transitioned or implemented.

As a trusted partner to NASPO, a renewed contract term with CTM will provide minimum disruption to NASPO and participating entities. CTM recommends continued continuous improvement of the NASPO account, encourages state entity adoption of CTM tools and technologies, and will offer a full implementation upon any entity transitioning online booking tools or upon onboarding of new participating states.

Your Account Manager, Keri McDonald, will be responsible for coordinating all aspects future implementations and ongoing satisfaction for the life of our relationship. Keri will continue to meet with you on your preferred intervals and host travel training sessions as needed on an ongoing basis. Our personal approach is perfectly aligned to provide consultative support to NASPO in implementing and refining a successful travel management program.

We have also identified Sean Sullivan, Director of Business Development, to help CTM and NASPO increase participation and market the program across all NASPO entities. Working with Keri's guidance, Sean will support the continued engagement of the program.

It has been our experience, that communications are critical to the success of your travel program transition. Successful implementation plans include the following components:

- Customized Traveler/User Communications for each user role
- Information seminars and Q&A sessions about the change
- Assistance identifying value of technologies as highlighted by user role
- Assistance in communicating support resources for your program
- Assistance in developing a training program for "in department" resource users to facilitate program adoption—i.e., "super users"

By understanding the role of each user in each state's participating program, CTM is able to target communications, adoption campaigns and overall program participation by focusing on the program benefits that will make life easier for each individual user. This creates greater program participation, drives savings and advances travel goals.

3.4.6.2 Implementation

Describe the process by which Proposer will implement the Services with the Scope of Work for each Participating Entity. Include proposed timelines, key milestones, and key individuals in the process. Also, include any training Proposer's staff will have on its Services, and what training will be provided by Proposer to Participating Entities, including Travelers.

As a trusted partner to NASPO, a renewed contract term with CTM will provide minimum disruption to NASPO and participating entities. CTM looks forward to introducing NASPO to the latest CTM capabilities and technology tools that will future-proof your program for the next generation of travelers. We will take the opportunity to fully re-implement your account, engage new participants and deliver momentum to help NASPO continue encouraging adoption among other states.

CTM recommends continued continuous improvement of the NASPO account, encourages state entity adoption of CTM tools and technologies, and will offer a full implementation upon any entity transitioning online booking tools or upon onboarding of new participating states.

Your Account Manager, Keri McDonald, will be responsible for coordinating all aspects future implementations and ongoing satisfaction for the life of our relationship. Keri will continue to meet with you on your preferred intervals and host travel training sessions as needed on an ongoing basis. Our personal approach is perfectly aligned to provide consultative support to NASPO in implementing and refining a successful travel management program.

We recommend a re-introduction to the latest CTM capabilities and technology tools that will future proof your program for the next generation of travelers, with a keen eye to increasing engagement and adoption among participating entities. We will take the opportunity to deliver momentum to help NASPO continue encouraging adoption among other states and as we enter the post-pandemic recovery period.

CTM will provide user-based trainings for the overall NASPO travel program and specific to each participating state as we relaunch the program with enhanced technology tools. We will conduct in-person and webinar orientations to reach all NASPO user groups and types.

A sample of our full implementation plan, which will guide our re-implementation and enhancement of services as well as the onboarding of each new participating entity, is included as [Exhibit A: Sample CTM Implementation Approach](#).

3.4.6.3 Disengagement

Describe the process and tools Proposer currently has to assist a Participating Entity in to transition from Proposer's Services to a subsequent solution.

CTM has fully developed transition processes to guide NASPO and participating states through a transition to new CTM tools and a program re-implementation. Our experience and tested methodologies allow us to easily mitigate risk factors during a migration to alternate CTM tools or alternate future provider.

3.4.7 Program Management

Describe Proposer's profile management process. The process must include at a minimum:

3.4.7.1 Profile Management

What is the process for the Authorized Users access to update profile information including preferences within the booking tool.

Traveler profiles may be updated via an optional HR data feed, or within the online booking tool. Updates synch between the GDS and online tool for consistency of service.

3.4.7.2 Data Management and Security

Describe the Proposer's process to create, publish, maintain and deploy a profile data security plan. The plan must include at a minimum:

3.4.7.2.1 Profile Data

Describe how profile data and protected information is secured and managed. How long data is stored on the Proposers servers and where the servers and back up servers are stored. What data levels of security are followed and what is the definition of each level?

We generally recommend a process that includes an HR feed to authorize state travelers. This feed can be uploaded once during implementation or automated for regular updates to ensure accuracy. CTM administrators can also add or remove user access at your request.

CTM also works with individual states that have chosen a registration process requiring authorization either by a state authorizer or parameters given to CTM for approving. These parameters are customized to each state entity and include online booking access and the current lodging only booking site.

All travelers' personal information will be kept until you request us to remove their profiles and is purged upon contract termination. CTM compiles and updates company profiles regularly scheduled HR data feeds, which is the most accurate way to help our clients manage their company coding and traveler profiles and ensures the information on new hires, terminations, and changes are up to date.

Many records need to be stored to remain in compliance with legislative requirements and industry regulations, but also so we have sufficient data backups necessary for recovery from catastrophes. We maintain financial records for a minimum of seven years within CTM Data and other proprietary systems to meet regulatory guidelines and are able to comply with data retention requests otherwise stated in this RFP.

3.4.7.2.2 System Management

Describe how the Proposers identify' s and repairs any security gaps that may expose Participating Entity data to risk of unauthorized access or use.

CTM takes customer data privacy very seriously. Processes that protect customer privacy are integral parts of our workflow. CTM has never experienced a breach of customer data or trust.

CTM uses Hypertext Transfer Protocol Secure (HTTPS), or "HTTP Secure," along with SSL for any online activity using its web-based technologies. The SSL certificate is using the "sha256RSA" Signature algorithm.

Data must be encrypted when transmitted across CTM networks to protect against eavesdropping of network traffic by unauthorized users. In cases where the origin and destination endpoint devices are within the same protected subnet, data transmission must still be encrypted due to the potential for high negative impact of a data breach.

When data transfer occurs between any CTM system and third party system the use of an SFTP server or secured web service is required. Additional encryption of said data using PGP is encouraged.

The proper handling of information technology security incidents, both electronic and physical, is critical in protecting our clients' information. As part of our comprehensive incident response plan, CTM has created stringent protocols to protect the confidentiality, integrity, and availability of all data. These procedures coexist with all other legally binding documents that guide the conduct of CTM employees. These protocols are tested yearly, or as needed.

3.4.7.3 Data Confidentiality

Describe the security policies and processes in place that include Confidentiality of data including personal information. Including the process to investigate any data security related incident and provide notice to the Participating Entity and others, such as the Lead State and the individuals who data was involved, as deemed appropriate and to others as required by law or deemed appropriate by the Participating Entity.

CTM takes customer privacy very seriously, and all CTM proprietary software applications are subject to regular expert third-party security and penetration testing and software code reviews. We are committed to complying with all privacy laws as well as client specific data privacy requirements.

CTM employs PCI-level standards as part of the overall IT security framework, such as firewall/network vulnerability testing, data encryption (storage and transmission), access limitations including physical access, anti-virus and malware protection, and appropriate employee security policies. All integrated technology partner, such as Concur, are required to meet the same vigorous standards.

CTM takes customer data privacy very seriously. Processes that protect customer privacy are integral parts of our workflow, and CTM has never experienced a breach of customer data or trust. We are PCI-compliant, employing PCI-level standards as the overall IT security framework. We include such processes as firewall/network vulnerability testing; data encryption (storage and transmission); access limitations, including physical access; anti-virus and malware protection; and appropriate employee security policies.

CTM operates under a strict set of policies and standards with quarterly reporting to the board of directors. Our global data warehouse where customer information is stored is ISO 27001-2013 and ISO 9001-2015 certified. In addition to our datacenter, we maintain PCI-DSS-, SOC-2 Type 2-, and GDPR-compliant designations.

Access to client confidential data is limited to only those CTM employees or NASPO employees with a legitimate need to know. Confidential data is protected through information security policies, procedures and technology designed specifically for this purpose. For profiles, bookings and any appropriate Personally Identifiable Information (PII) and the use of such data will only be for the purpose of booking and managing your travel requirements.

3.4.7.4 Training

Describe training that is available at no additional charge to Participating Entities, the Lead State and NASPO ValuePoint, that includes:

- **Online booking tool sessions;**

Yes. Online booking trainings are customized for each participating state and are customized for travelers, coordinators, and administrators:

- Upload and make changes to travelers' profiles
- Book, cancel and change a reservation online
- Trip approvals online
- Manage multiple trips online

- **Webinars;**

Yes. Webinar sessions are provided and can be recorded for on demand consumption by new users.

- **Reporting;**

Yes. Training for reporting tools is customized for each participating state and is tailored to Administrators and Procurement staff:

- Create reports
- Track travelers
- Track travel spend

- **Online user support;**

Yes. Online user support is provided by your agent team as well as our Technical Helpdesk. Assistance can range from calling a sold out hotel to assisting with password resets and rate loading.

- **Printable user guides/tutorials for travel administrators, travel coordinators, and Authorized Users;**

Yes. Printed materials as well as digital materials are made available during implementations and for on demand consumption by new users.

- **Presentations including preparation and planning.**

Yes. It has been our experience, that communications are critical to the success of your travel program transition. Successful implementation plans include the following components:

- Customized Traveler/User Communications for each user role
- Information seminars and Q&A sessions about the change
- Assistance identifying value of technologies as highlighted by user role
- Assistance in communicating support resources for your program
- Assistance in developing a training program for "in department" resource users to facilitate program adoption—i.e., "super users"

By understanding the role of each user in your travel program, CTM is able to target communications, adoption campaigns and overall program participation by focusing on the program benefits that will make life easier for each individual user. This creates greater program participation, drives savings and advances travel goals.

CTM will provide user-based trainings for the overall NASPO travel program and specific to each participating state as we relaunch the program with enhanced technology tools. We will conduct in-person and webinar orientations to reach all NASPO user groups and types.

Standard training recommendations for new implementations, technology transitions, and as refresher courses for ongoing development are listed below:

1. Online Booking Tool – Travelers

- Complete individual traveler profiles
- Book, cancel and change a reservation in the online tool
- Send for trip approval with the online tool
- Manage multiple trips online

2. Online Booking Tool – Coordinators/Administrators

- Upload and make changes to travelers' profiles
- Book, cancel and change a reservation online
- Trip approvals online
- Manage multiple trips online

3. Travel Reporting Tools – Accountants and Administrators

- Create reports
- Track travelers
- Track travel spend

4. Policy and Procedure – All Audiences

- Protocol for online and agent assisted travel
- Travel policy parameters within the online tool and agent assisted travel
- Approval process

5. Designated Team Reservations – All Audiences

- Meet your travel team
- How to contact travel team
- Hours of Operation and After-hours assistance

3.4.7.5 Business Continuity and Disaster Recovery Plans

Describe the Proposer’s disaster recovery and business continuity plans. Which must include timelines and the ability to continue services required in the Scope of work. Include the ability to continue services required in the Scope of Work. The plan must at a minimum address:

3.4.7.5.1 Server/Power Failure

Describe the processes and approaches used to ensure business continuity in the event of a power failure and / or server failure affecting Proposer’s operations. Include the expected downtime until the backup goes in to affect.

CTM has a business continuity plan that specify roles and responsibilities during incidents, covering problems such as various natural disasters, office closures, catastrophic hardware failures, and data breaches. It includes escalation and notification policies as well as business resumption plans and procedures.

Our director of compliance and CIO conduct annual risk review/business impact analysis with each department manager to identify risks, RTO/RPOs, critical vendors, staff, etc. These reviews help define and keep the overall risk assessment program up to date.

CTM has moved key software, hardware, and telecom services to a cloud environment, which is optimum course of action given our wide geographic distribution, desire to scale, and requirement for “always available” services.

- CTM’s corporate email, intranet, and messaging services are hosted on the Microsoft Office 365 platform. This platform has a financially guaranteed 99.9% service availability. More information can be found at <http://office.microsoft.com/en-au/business/office-365-online-service-availability-FX104028266.aspx>
- CTM’s global website is hosted by Amazon EC2 Cloud services, as are CTM’s client portal and key travel-related applications. This platform also financially guarantees an SLA uptime in excess of 99.95% <http://aws.amazon.com/ec2/sla/>
- CTM’s Client Relationship Management (CRM) tool is integrated Microsoft Dynamics, located on similar infrastructure and has the same SLA to the Microsoft Office 365 platform.
- Our GDSs are fully online and can be accessed from any location with Internet access. Booking and ticketing can be rerouted to any CTM location globally.
- CTM has recently implemented a state-of-the-art IP and Unified Communications system based on the RingCentral platform, which provides full redundancy and disaster recovery capabilities.

Any other localized systems (file/print, local accounting) are backed up daily and can be restored at a remote location if required. Key offices have redundant local servers for these applications.

Should any outage or downtime occur, estimated time for recovery is communicated at the time of outage specific to the reason for the outage.

3.4.7.5.2 Disaster Recovery Plans

Describe the Proposer's processes and procedures if the following type of emergencies were to occur: malware / ransomware attack, denial of service, nature events (storms, earthquake, floods, and tornadoes), pandemics or terrorism (911 and the airspace shutdown).

CTM has focused on ensuring our systems are secure, highly available, reliable and resilient. Our high level of investment in our technology platform, as well as excellent relationships with key service providers has allowed us to achieve this goal. In the instance that an issue does occur, we have solid recovery processes in place and can move quickly to restore access to services.

The proper handling of information technology security incidents, both electronic and physical, is critical in protecting our clients' information. As part of our comprehensive incident response plan, CTM has created stringent protocols to protect the confidentiality, integrity, and availability of all data. These procedures coexist with all other legally binding documents that guide the conduct of CTM employees.

Given that all key client-facing and services systems are available securely from any location with internet access, CTM is well insulated from disasters that may affect one or more of the branches. For example:

- Building evacuation (with/without building power available),
- Critical business services/hardware failure (e.g. severing of communications cables at building or street level, failure of external system or service provider),
- Fire,
- Unsafe/unhealthy environment (e.g. lift failure, water supply failure, air conditioning failure, water damage, flooding),
- Major Hardware Failure (e.g. local phone systems, servers, power surge or spike impacting on local computer network and hardware)
- Major airline industry event (e.g. Carrier collapse, safety event, airport or airspace closure or airport/airline technical failure),
- Travel restrictions/bans due to safety or security reasons,
- Travel restrictions due to health events/concerns, contagious illness spreading through staff or general population,
- Client business emergency. Full details on these procedures are available upon request.

3.4.7.5.3 Communication

Describe the Proposer’s method for notifying Participating Entities of a disaster or other service disruption. Include method for providing status updates and if an emergency such as COVID-19 or a similar disaster occurs?

Upon notice of any service disruption, Travel Managers are notified via email alert, breaking news will be posted to the traveler portal, and mitigation processes will restore service as quickly as possible.

CTM uses multiple outlets to communicate industry events and updates to our clients:

- Direct communications between your account manager and travel managers
- Risk and safety alerts specific to itineraries and travel destinations
- Our e-newsletter, The Ticket, targeted for industry updates for business travelers
- Social media outlets, including Facebook, Twitter, and LinkedIn

For large-scale or long-term disruptions, such as COVID-19, CTM may elect to establish a dedicated communication channel for real-time updates. For example, due to the rapidly changing travel restrictions, CTM established the [COVID-19 safety and advice](#) page on our website in addition to other communication channels.

3.4.7.5.4 Returning Funds during a Disaster incident

Describe the process and procedure the Proposer would take if the disaster required funds for airline ticket purchases or un-used tickets to be returned occurs?

We have an under 7-day refund policy. Refunds are processed immediately with final payment from the carrier based on carrier terms and/or via UATP options to consolidate unused ticket assets. CTM would do all possible to ensure ANY airline rulings altered due to the circumstances of the incident would be adhered to and communicated with the states.

In addition, our automated unused ticket tracking system will incorporate amended expiry dates and airline waivers available for unused ticket credits, allowing us to help our customers reduce change costs for tickets affected by COVID-19 travel restrictions. CTM will also process carrier direct name change requests as needed.

3.4.7.6 Subcontracting

Describe of all services the Proposer intends to sub-contract. Including at a minimum:

- **Describe the implementation services or third party products or services the sub-contractor may provide and of how implementation of services will work including the sub-contractor and how the services will be managed.**

CTM does not outsource or subcontract any of our critical services, including after-hours services. All services described will be performed by in-house CTM staff.

3.4.8 Program Outreach

Describe how Proposer intends to promote the use of the Master Agreement. Including what opportunities and/or challenges does the Proposer see in working with NASPO ValuePoint, steps to increase on-line booking usage and what goals the Proposer has to meet in the first year if awarded a contract.

CTM has worked with NASPO diligently to build a program to this scale and is excited to continue enriching the NASPO travel program offering. We have assisted NASPO in building a program through consistent exposure and by remaining an ambassador to NASPO within the travel management and state purchasing community.

CTM believes strongly in content and curriculum marketing that focuses on expertise, technology, and proven return on travel investment. This approach mitigates many of the challenges of communicating the value of a travel management program. We will offer NASPO compelling co-branded content to share during the next contract term to create excitement among members about the new tools being made available to them and to encourage the adoption of a managed travel program by new states.

CTM offers to co-produce a scheduled number of case studies or other worthwhile content annually, to be shared with NASPO members for direct messaging to increase program adoption. Additionally, we will continue to share relevant travel management industry trends, initiatives, and white-paper materials to NASPO and your participating entities.

With this confidence, we have created a brochure for distribution to new and potential participants focused on how CTM helps NASPO provide value through every step of the travel program. We have include this with our response as [Exhibit B: CTM Innovation Solutions for State Government Travel](#).

CTM continually produces materials to benefit our customers and NASPO-participating entities. From blogs to white papers to e-books, valuable insights are available to NASPO entities throughout CTM's messaging channels:

- [A Fresh View to Business Travel 2022 eBook](#)
- [Power Up Your Travel Program](#)
- [Advice for pandemic flight cancelations](#)
- [10 Tips for Sustainable Business Travel Programs](#)
- [What Happens Next: Post-COVID Travel Program Readiness Check](#)

We look forward to working with NASPO stakeholders through the next contract term to identify engagement strategies for new entrants and adoption campaigns for existing participants to ensure each entity is getting the best value from the NASPO travel program.

3.4.9 Security Certification (Pass/Fail)

Proposal must contain a statement demonstrating Proposer's agreement that if awarded a Contract:

- 3.4.9.1.1 Proposer and Proposer's staff with access to Participating Entity and Purchasing Entity systems, facilities, data, and confidential information will submit to all security checks requested by Lead State, a Participating Entity, or a Purchasing Entity, which may include any combination of fingerprinting, state criminal background checks, and Federal Bureau of Investigation Criminal Justice Information Services ("FBI CJIS") background checks; and**
- 3.4.9.1.2 Upon request, Proposer and Proposer's staff will sign a non-disclosure agreement for any and all data or information received or processed on its equipment related to the Services; and**
- 3.4.9.1.3 Proposer will protect at all times sensitive material it receives relating to the Master Agreement, a Participating Addendum, or a Request for Services; and**
- 3.4.9.1.4 Proposer and the electronic aspects of its Services will meet or exceed security standards as set forth in the following:**
 - NIST 800.53 (National Institute of Standards and Technology) at moderate level (or equivalent standard);**
 - PCI (Payment Card Industry) requirements;**
 - NACHA (National Automated Clearing House Association) Rules**

Yes. CTM agrees to the above security measures and assumptions.

Note: Additional required forms have been enclosed with our response, as requested:

- Attachment B – Disclosure Exemption Affidavit
- Attachment E – Certified Disadvantaged Business Outreach Plan
- Attachment F – Responsibility Inquiry



Travel Management Implementation Approach

CTM approaches and tools designed to implement travel management solutions that perform and transform.





Implementation Strategy and Tools

CTM has a wealth of experience implementing, optimizing and consolidating travel programs on a local, national and multinational scale.

We have developed methodologies and risk reduction measures that ensure cost-effective, service-orientated, seamless implementations. We understand the challenges of transition and will assign a dedicated implementation manager to drive the process and ensure minimal disruption to your travelers.

We believe our strength lies in the personal approach we take to implementation. We can comfortably meet your implementation expectations and will work in partnership with you to design a unique transition plan for offline and online services that is closely aligned to your goals, requirements and culture.

Digital Project Management

CTM utilizes Smartsheet, which is an online tool that designs customized plans, assigns implementation tasks, tracks project progress, allows us to share documents both internally and with clients and provides reporting.



Task Stat...	Task Name	Owner	Status	Comments	Duration	Start	Finish
	Dates included are for demonstrational purposes only. A full scope of the travel program must be completed before a start date can be determined.						
	Implementation Set Up Phase				30.125d	10/05/21	11/16/21
	SET UP				4d	10/05/21	10/08/21
●	Final Contract Complete	SM Sales Manager	Complete		0	10/05/21	10/05/21
●	Update CRM Client Status	SM Sales Manager	Complete		30m	10/05/21	10/05/21
	Complete New Account Notification Form	SM Sales Manager	Not Started		4d	10/05/21	10/08/21
	Set Up Project in Smartsheet	IM Implementation Manager	Not Started		1h	10/05/21	10/05/21
	Smartsheet handoff to Account Manager	IM Implementation Manager	Not Started		1h	10/05/21	10/05/21
	PLANNING				10d	10/06/21	10/20/21
	Obtain written travel policy and review	AM Account Manager OM Operations Manager	Not Started		1h	10/06/21	10/06/21
	Provide client with Client Questionnaire	IM Implementation Manager	Not Started		30m	10/06/21	10/06/21
	Conduct Client Kick Off Meeting to review client questionnaire	AM Account Manager C Client GM General Manager OI Online Implementation Manager OM Operations Manager SM Sales Manager	Not Started		0.875d	10/14/21	10/14/21
	Client Questionnaire Complete - Agree Scope of Service	AM Account Manager OM Operations Manager	Not Started		1h	10/20/21	10/20/21

As we customize implementation plans to fit our clients' needs, every implementation is different. Detailed tasks aligned to program configuration and digital project plans keep your travel team connected.

An example of our detailed planning approach can be seen on the following pages.

Task Name	Owner	Status	Duration	Start	Finish
Dates included are for demonstrational purposes only. A full scope of the travel program must be completed before a start date can be determined.					
Implementation Set Up Phase			30.125d	10/05/21	11/16/21
SET UP			4d	10/05/21	10/08/21
Final Contract Complete	Sales Manager	Complete	0	10/05/21	10/05/21
Update CRM Client Status	Sales Manager	Complete	30m	10/05/21	10/05/21
Complete New Account Notification Form	Sales Manager	Not Started	4d	10/05/21	10/08/21
Set Up Project in Smartsheet	Implementation Manager	Not Started	1h	10/05/21	10/05/21
Smartsheet handoff to Account Manager	Implementation Manager	Not Started	1h	10/05/21	10/05/21
PLANNING			10d	10/06/21	10/20/21
Obtain written travel policy and review	Account Manager, Operations Manager	Not Started	1h	10/06/21	10/06/21
Provide client with Client Questionnaire	Implementation Manager	Not Started	30m	10/06/21	10/06/21
Conduct Client Kick Off Meeting to review client questionnaire	Account Manager, Client, General Manager, Online Implementation Manager, Operations Manager, Sales Manager	Not Started	0.875d	10/14/21	10/14/21
Client Questionnaire Complete - Agree Scope of Service	Account Manager, Operations Manager	Not Started	1h	10/20/21	10/20/21
VENDOR AGREEMENT SET UP (Attach Contracts to Smartsheet Questionnaire)			19.125d	10/20/21	11/16/21
Provide copies all of airline agreements (including ticketing instructions, amendments, extensions, etc.)	Client	Not Started	1h	10/20/21	10/20/21
Provide airline flex fund, SWABIZ and/or soft dollar account login details	Client	Not Started	1h	10/20/21	10/20/21
Identify and Recommend for Soft Dollar Programs	Account Manager	Not Started	1h	10/20/21	10/20/21
Request Airline Fare Filing code (aka SNAP code) from ATS team via email	Account Manager	Not Started	1h	10/20/21	10/20/21
Request ATPCO fare filing form from airline representative(s)	Account Manager	Not Started	1h	10/20/21	10/20/21
Work with Operations to complete ATPCO form and return to the airline for rate loading	Account Manager	Not Started	1h	10/25/21	10/25/21
Agree management of hotel program	Account Manager	Not Started	1h	10/20/21	10/20/21
Provide list of negotiated hotel properties	Client	Not Started	1h	10/20/21	10/20/21
Request or confirm Hotel Rate Access code	Account Manager	Not Started	1h	10/20/21	10/20/21
Acquire Rate Loading instructions and distribute to preferred hotels	Account Manager	Not Started	1h	10/20/21	10/20/21
Hotel Virtual Pay Solution (Conferma (V-Pay), CSI (V-Pay), or Smart Bill)	Account Manager	Not Started	1h	11/16/21	11/16/21
COUPA - Complete Implementation Form and send to NA Automation Training and Support Group <na.opssupport@travelctm.com>	Account Manager	Not Started	1h	10/20/21	10/20/21
TRIPBAM - Complete Implementation Form and send to NA Automation Training and Support Group <na.opssupport@travelctm.com>	Account Manager	Not Started	1h	10/20/21	10/20/21
Provide existing car contracts	Client	Not Started	1h	10/20/21	10/20/21
Provide contracts for all car/limo/rail companies with Account/CD numbers	Client	Not Started	1h	10/20/21	10/20/21
Send request to load limos into Groundspan	Account Manager	Not Started	1h	10/20/21	10/20/21

SAMPLE

Set Up & Build Phase			54.875d	10/14/21	01/04/22
CTM Portal, CTM Data, OBT			52.885d	10/14/21	01/03/22
Confirm admin user access and permissions (roles) for CTM Portal / OBT	Client, Online Implementation Manager	Not Started	5m	10/14/21	10/14/21
CTM Portal: Discuss any Client specific Links or Documents to be added to the Portal	Online Implementation Manager	Not Started	10m	10/14/21	10/14/21
Confirm how travelers will access CTM Portal / OBT	Client, Online Implementation Manager	Not Started	5m	10/14/21	10/14/21
Who will need access to CTM Data	Client, Online Implementation Manager	Not Started	5m	01/03/22	01/03/22
Confirm who should receive Risk Alerts	Client, Online Implementation Manager	Not Started	5m	10/14/21	10/14/21
Operational Set Up			48d	10/20/21	12/29/21
Ensure Operational Profiles are complete	Operations Manager	Not Started	2h	10/20/21	10/20/21
POS set up	Operations Manager	Not Started	1d	10/20/21	10/21/21
Assign Agent Team	Operations Manager	Not Started	1h	10/20/21	10/20/21
Submit Mid Office Requirements	Operations Manager	Not Started	2h	10/20/21	10/20/21
Submit Back Office Requirements (if needed/required)	Account Manager	Not Started	2h	10/20/21	10/20/21
Submit File Finishing Requirements / Scripting requirements	Operations Manager	Not Started	1h	10/20/21	10/20/21
Submit Unused Ticket tracking Requirements	Operations Manager	Not Started	2d	12/28/21	12/29/21
Request SWABIZ to be added to Booking Builder (BB)	Operations Manager	Not Started	2d	10/20/21	10/22/21
Request to ATS to add client information Sabre National directory (RC9H). Confirmation of addition is required.	Operations Manager	Not Started	1d	10/20/21	10/21/21
Assign phone/skill number	Operations Manager	Not Started	1h	10/20/21	10/20/21
Confirm Customer Alerts	Account Manager	Not Started	1h	12/21/21	12/21/21
Complete Customer Thermometer Set Up	Account Manager	Not Started	1h	12/21/21	12/21/21
Send email notification to After Hours management team of account specifics	Operations Manager	Not Started	1h	12/28/21	12/28/21
Share Completed Questionnaire to Sabre Profile Team to Complete Company Profile	Implementation Manager	Not Started	1d	10/20/21	10/21/21
Finance and Accounting			0.125d	12/21/21	12/21/21
Set up Customer in CRM	Account Manager	Not Started	1h	12/21/21	12/21/21
Set Up Customer Payment Process as needed (invoicing)	Account Manager	Not Started	1h	12/21/21	12/21/21
Change Management			47.875d	10/25/21	01/04/22
Provide sample communication template for traveler communication	Account Manager	Not Started	1h	10/25/21	10/25/21
Identify Training Needs (Webinar and In Person) and Schedule Training	Account Manager, Client	Not Started	1h	10/25/21	10/25/21
OBT training for all users	Account Manager	Not Started	5d	12/28/21	01/04/22
Send agent contact sheet	Account Manager	Not Started	1h	12/30/21	12/30/21
Provide OBT & Portal User Guides to AM	Online Implementation Manager	Not Started	2h	12/30/21	12/30/21
Reporting			0.125d	12/21/21	12/21/21
Provide the following to NA Reporting: DK, UDIDs, Reason Codes, Client access to CTM Data online, Fiscal or Calendar year, Currency, Request standard monthly reports	Account Manager	Not Started	1h	12/21/21	12/21/21
Online Booking Tool			51.01d	10/15/21	12/30/21
Order OBT Site	Online Implementation Manager	Not Started	30m	10/15/21	10/15/21
Request 3rd-Party Resources for Product Integrations as applicable	Online Implementation Manager	Not Started	1.5h	10/20/21	10/20/21
Begin online configuration	Online Implementation Manager	Not Started	4h	10/26/21	10/26/21
Submit preferred hotel import documents to OBT team	Account Manager	Not Started	2h	10/20/21	10/20/21
Load Profiles (If applicable)	Online Implementation Manager	Not Started	4h	12/23/21	12/23/21
Conduct Internal site walk through, including insuring all data is captured and displayed in Portal and OBT; address unused tickets in the OBT	Account Manager, Online Implementation Manager, Operations Manager	Not Started	1.5h	12/23/21	12/23/21
Update and Review Configuration	Online Implementation Manager	Not Started	2h	12/27/21	12/27/21
Conduct client site walk through	Online Implementation Manager	Not Started	1.5h	12/28/21	12/28/21
Update and Complete Configuration	Online Implementation Manager	Not Started	2h	12/29/21	12/29/21
OBT functional overview and sign off	Client, Online Implementation Manager	Not Started	1h	12/29/21	12/29/21
End to End testing complete, hand over to Account Management (at go live)	Online Implementation Manager	Not Started	5m	12/30/21	12/30/21

Configuration, Testing & Roll Out Phase			3.5d	12/23/21	12/29/21
Internal Training			1.125d	12/23/21	12/27/21
Internal Training Set Up	Operations Manager	Not Started	1h	12/23/21	12/23/21
Internal Training Conducted	Operations Manager	Not Started	1h	12/27/21	12/27/21
Testing and Sign Off			0.5d	12/29/21	12/29/21
CTM Portal, CTM Data	Online Implementation Manager	Not Started	1h	12/29/21	12/29/21
OBT Testing	Online Implementation Manager	Not Started	2h	12/29/21	12/29/21
IF NEEDED: Configure and Test 3rd-Party Integrations	Online Implementation Manager	Not Started	4h	12/29/21	12/29/21
Script testing	Operations Manager	Not Started	1h	12/29/21	12/29/21
Mid Office Testing	Operations Manager	Not Started	30m	12/29/21	12/29/21
Back Office Testing	Operations Manager	Not Started	30m	12/29/21	12/29/21
POS Testing	Operations Manager	Not Started	1h	12/29/21	12/29/21
Vendor Contract Testing	Operations Manager	Not Started	30m	12/29/21	12/29/21
Go Live			6d	12/30/21	01/07/22
Launch Day	Account Manager	Not Started	1d	12/30/21	12/30/21
Assess Service Levels	Account Manager	Not Started	4d	01/04/22	01/07/22
Review Processes	Account Manager	Not Started	4d	01/04/22	01/07/22
Internal Support Communication	Online Implementation Manager	Not Started	15m	12/30/21	12/30/21
Trigger Welcome Email if applicable (Non-SSO Accounts)	Online Implementation Manager		15m	12/30/21	12/30/21
Confirm reporting fields are correct	Account Manager	Not Started	4d	01/04/22	01/07/22
Project Closure			2d	01/21/22	01/24/22
Submit Request to to close project in Smartsheet	Account Manager	Not Started	1d	01/21/22	01/21/22
Close Smartsheet	Implementation Manager	Not Started	1d	01/24/22	01/24/22
Download all attachments and export sheet into Excel document	Implementation Manager	Not Started	1d	01/24/22	01/24/22



Implementation Communication

CTM customers benefit from the creation of a robust and compelling communications campaign, designed to drive engagement and compliance.

Our communication strategy focuses on the benefits of the program, both for the traveler and the organization.



Internal Newsletter / Intranet Post



Targeted User Forums



Reminder Email(s)

Let's welcome our new TravelPartner- Corporate Travel Management (CTM)

Effective [DATE], CTM will be our Travel Management Company. Travel bookings will be easier and more cost effective. Colleagues will book all domestic and point to point trips with the CTM [ONLINE BOOKING TOOL] online booking tool and will call CTM travel agents for complex international travel.



Need to know:

- [DATES] Continue to book all business travel with xxINCUMBENT
- [DATES] Travel Blackout period: Do not book travel
Get all travel booked in advance of blackout. For any new emergency bookings during the blackout period, please send an email to xxx@xx.com
- [DATES] Travelers with existing xxINCUMBENT tickets with travel dates after Mar 1 will make any changes directly with the supplier.
- [DATES] Update Profile and Book Travel with CTM

Required Action Items

1. Attend one of the applicable Travel Training Sessions, if your job requires business travel and/or if you arrange travel for other colleagues. (Note: Meeting Invitations will be sent out separately)

Location / Department (how you want to segregate)	[DATES]
US	[DATES]
[REGION 2]	[DATES]
[REGION 3]	[DATES]
[REGION 4]	[DATES]

The training includes information about:

- Access to the CTM Portal and CTM [ONLINE BOOKING TOOL] online booking tool
- How to set up your [ONLINE BOOKING TOOL] Travel Profile

2. Create your travel profile on March 2 & book travel

- On Travel pages access – CTM Portal
- Select [ONLINE BOOKING TOOL] (this will give you access to profile, travel, and expense)
- Select Profile (Upper right). Complete all mandatory profile fields & SAVE
- Book Travel

Note: Training material will be located on the xxxxxpage. If you have additional questions, contact xxx



Corporate Travel Management
USA | EUROPE | ASIA | AUSTRALIA | NEW ZEALAND
us.travelctm.com



ctm

**AN INNOVATIVE SOLUTION
TO STATE GOVERNMENT TRAVEL**



CTM IS HERE FOR YOU

In a government-run setting, getting your employees from point A to point B while meeting fiduciary and regulatory responsibilities can be challenging. CTM is here to help. We are the official travel management company for the NASPO ValuePoint travel center, which has been designed specifically for public agencies to meet their travel needs and be a one-stop-shop travel shopping site. All of the agreements and listings have been competitively solicited through participating states' procurement processes – making it so all you need do is sign up.

The travel center provides travelers with access to air, rental car, and air programs. And with NASPO's leveraged volume, we can provide you with unprecedented savings allowing you to stay within your budgetary goals.





YOUR TRAVEL CENTER

CTM is the preferred travel management company for the NASPO ValuePoint travel center. You and your travelers will have access to fully vetted and contracted suppliers – a one-stop-shop specifically for state-run entities.



HOTELS

NASPO ValuePoint Lodging is a nationwide program with over 11,000 qualified properties consisting of over 1,000,000 rooms that honor GSA per-diem rates for state employees traveling on official business.

When searching, only properties that offer at or below GSA per-diem rates will be offered. The system will also show amenities and additional information such as a map, property details, and rates.



ONLINE BOOKING

Travelers look for a tool that makes it super easy to book travel. In contrast, you require a booking solution that will help manage your program, stay in line with government travel regulations, drive savings, and support your duty of care initiatives. We'll help you with that.

We offer a choice of online booking tools, all compliant with program expectations. We provide a high level of administration, customer support and site customization, regardless of your choice. We'll work with you to ensure the right online booking tool is implemented to maximize your adoption.



RESOURCE CENTER

The ValuePoint Travel Resource center is your one-stop-shop to answer all of your questions surrounding the NASPO ValuePoint travel center contracts and programs. This page contains how-to videos, links to NASPO ValuePoint travel agreements, and other information on accessing the booking tool and using the agreements to best optimize your state's travel needs.



WE HAVE THE EXPERIENCE

CTM manages an extensive portfolio of government entities, serving thousands of state travelers with a unique comprehension of their requirements.

In the U.S., CTM manages more than \$75 million in annual travel expenditures under government travel management programs. The needs of government-based entities are quite unique and much more complex than the private sector. Therefore, we've developed specific operational processes, training practices, and software applications meant just for government travelers.

To ensure you're compliant with all of the rules and regulations, we've developed systems that will automatically monitor your compliance with Federal Acquisitions Regulations (FAR), the Fly America Act, Open Skies, and state and federal per diem programs. We will also use our experience and technology to ensure you have the lowest logical airfares – with the documentation and reporting to prove it.



GETTING STARTED

We look forward to working in tandem with NASPO participating states and government entities to design and deploy compliant travel solutions.

Get started by reaching out to CTM's NASPO business development resource. Request a personal technology demonstration and discussion of the ways CTM can drive compliance, safety, service and value to a managed travel program for your state.

Sean Sullivan

Director of Business Development
Corporate Travel Management
direct: +1 781 496 3937
email: sean.sullivan@travelctm.com



[NASPO VALUEPOINT](#)



[ctm](#)

[LEARN MORE ABOUT CTM](#)

ATTACHMENT B — DISCLOSURE EXEMPTION AFFIDAVIT

Karen McGilvray (Affiant), being first duly sworn under oath, and representing [Corporate Travel Management (CTM)] (hereafter "Proposer"), hereby deposes and swears or affirms under penalty of perjury that:

1. I am an employee of the Proposer, I have knowledge of the Request for Proposals referenced herein, and I have full authority from the Proposer to submit this affidavit and accept the responsibilities stated herein.
2. I am aware that the Proposer has submitted a Proposal, dated on or about January 25, 2022 (the "Proposal"), to the State of Oregon (State) in response to Request for Proposals S-10700-00001827, for Travel Management Services, and I am familiar with the contents of the RFP and Proposal.
3. I have read and am familiar with the provisions of Oregon's Public Records Law, Oregon Revised Statutes ("ORS") 192.311 through 192.478, and the Uniform Trade Secrets Act as adopted by the State of Oregon, which is set forth in ORS 646.461 through ORS 646.475. I understand that the Proposal is a public record held by a public body and is subject to disclosure under the Oregon Public Records Law unless specifically exempt from disclosure under that law.
4. I have reviewed the information contained in the Proposal. The Proposer believes the information listed in Exhibit A is exempt from public disclosure (collectively, the "Exempt Information"), which is incorporated herein by this reference. It is my opinion that the Exempt Information is exempt from disclosure under Oregon's Public Records Law under the specifically designated sections as set forth in Exhibit A or constitutes "Trade Secrets" under either the Oregon Public Records Law or the Uniform Trade Secrets Act as adopted in Oregon because that information is either:
 - A. A formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information that:
 - i. is not patented,
 - ii. is known only to certain individuals within the Proposer's organization and that is used in a business the Proposer conducts,
 - iii. has actual or potential commercial value, and
 - iv. gives its user an opportunity to obtain a business advantage over competitors who do not know or use it.

or

- B. Information, including a drawing, cost data, customer list, formula, pattern, compilation, program, device, method, technique or process that:

- i. Derives independent economic value, actual or potential, from not being generally known to the public or to other persons who can obtain economic value from its disclosure or use; and
- ii. Is the subject of efforts by the Proposer that are reasonable under the circumstances to maintain its secrecy.

5. I understand that disclosure of the information referenced in Exhibit A may depend on official or judicial determinations made in accordance with the Public Records Law.

K. McGilvray

Affiant's Signature

State of CO

) ss:

County of Denver

Signed and sworn to before me on 3/8/22 (date) by Karen McGilvray (Affiant's name).

Amber Deon Newberry

Notary Public for the State of CO

My Commission Expires: September 28, 2025

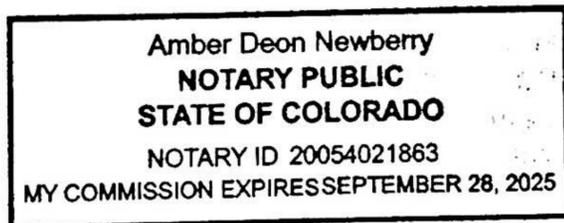


EXHIBIT A TO ATTACHMENT B

Proposer identifies the following information as exempt from public disclosure under the following designated exemption(s):

CTM requests that, in the event of public records request, specific information is redacted to ensure the privacy of our staff and existing clients. Specifically, we ask to redact:

- Staff names and experience details
- Current client information, including personal information from references

ATTACHMENT C — PROPOSER INFORMATION AND CERTIFICATION SHEET

Legal Name of Proposer: Corporate Travel Management

Address: 2120 South 72nd Street, **City, State, Zip:** Omaha, NE 68124

State of Incorporation: Delaware **Entity Type:** S-Corp

Contact Name: Karen McGilvray **Telephone:** +1 206 674 4445 **Email:** Karen.mcgilvray@travelctm.com

Oregon Business Registry Number (if required): 1162261-92

Any individual signing below hereby certifies they are an authorized representative of Proposer and that:

1. Proposer understands and accepts the requirements of this RFP. By submitting a Proposal, Proposer agrees to be bound by the Master Agreement terms and conditions in Attachment A and as modified by any Addenda, except for those terms and conditions that DAS has reserved for negotiation, as identified in the RFP.
2. Proposer acknowledges receipt of any and all Addenda to this RFP.
3. Proposal is a Firm Offer for 180 days following the Closing.
4. If awarded a Master Agreement, Proposer agrees to perform the scope of work and meet the performance standards set forth in the final negotiated scope of work of the Master Agreement.
5. I have knowledge regarding Proposer's payment of taxes and by signing below I hereby certify that, to the best of my knowledge, Proposer is not in violation of any tax laws of the state or a political subdivision of the state, including, without limitation, ORS 305.620 and ORS chapters 316, 317 and 318.
6. Proposer does not discriminate in its employment practices with regard to race, creed, age, religious affiliation, gender, disability, sexual orientation, national origin. When awarding subcontracts, Proposer does not discriminate against any business certified under ORS 200.055 as a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business. If applicable, Proposer has, or will have prior to contract execution, a written policy and practice, that meets the requirements described in ORS 279A.112 (formerly HB 3060), of preventing sexual harassment, sexual assault and discrimination against employees who are members of a protected class. DAS may not enter into a contract with an anticipated contract price of \$150,000 or more with a Proposer that does not certify it has such a policy and practice. See <https://www.oregon.gov/DAS/Procurement/Pages/hb3060.aspx> for additional information and sample policy template.
7. Proposer complies with ORS 652.220 and does not unlawfully discriminate against any of Proposer's employees in the payment of wages or other compensation for work of comparable character on the basis of an employee's membership in a protected class. "Protected class" means a group of persons

distinguished by race, color, religion, sex, sexual orientation, national origin, marital status, veteran status, disability or age.

Contractor's continuing compliance constitutes a material element of this Master Agreement and a failure to comply constitutes a breach that entitles DAS to terminate this Master Agreement for cause.

Contractor may not prohibit any of Contractor's employees from discussing the employee's rate of wage, salary, benefits, or other compensation with another employee or another person. Contractor may not retaliate against an employee who discusses the employee's rate of wage, salary, benefits, or other compensation with another employee or another person.

8. Proposer is not engaged in the provision of broadband Internet access service, or if at any time Proposer is engaged in or may engage in the provision of broadband Internet access service Proposer is in compliance with Oregon Laws 2018, Chapter 88 (HB 4155) and applicable Public Utility Commission rules, and will remain in compliance throughout the term of the Contract.
9. Proposer and Proposer's employees, agents, and subcontractors are not included on:
 - A. the "Specially Designated Nationals and Blocked Persons" list maintained by the Office of Foreign Assets Control of the United States Department of the Treasury found at: <https://www.treasury.gov/ofac/downloads/sdnlist.pdf>, or
 - B. the government wide exclusions lists in the System for Award Management found at: <https://www.sam.gov/portal/>
10. Proposer certifies that, to the best of its knowledge, there exists no actual or potential conflict between the business or economic interests of Proposer, its employees, or its agents, on the one hand, and the business or economic interests of the State, on the other hand, arising out of, or relating in any way to, the subject matter of the RFP. If any changes occur with respect to Proposer's status regarding conflict of interest, Proposer shall promptly notify the State in writing.
11. Proposer certifies that all contents of the Proposal (including any other forms or documentation, if required under this RFP) and this Proposal Certification Sheet are truthful and accurate and have been prepared independently from all other Proposers, and without collusion, fraud, or other dishonesty.
12. Proposer understands that any statement or representation it makes, in response to this RFP, if determined to be false or fraudulent, a misrepresentation, or inaccurate because of the omission of material information could result in a "claim" {as defined by the Oregon False Claims Act, ORS 180.750(1)}, made under Master Agreement being a "false claim" {ORS 180.750(2)} subject to the Oregon False Claims Act, ORS 180.750 to 180.785, and to any liabilities or penalties associated with the making of a false claim under that Act.
13. Proposer acknowledges these certifications are in addition to any certifications required in the Master Agreement and Statement of Work in Attachment A at the time of Master Agreement execution.


Authorized Signature

March 11, 2022
Date

Karen McGilvray, SVP/GM
(Printed Name and Title)

ATTACHMENT D - REFERENCE CHECK FORM

Proposer Name: __Corporate Travel Management

Reference Entity: __State of Alaska_____

Reference Contact Name: __Danielle Meier_____

Contact Telephone Number: __907-465-6534_____

Contact Email Address: __danielle.meier@alaska.gov_____

Please rate the following questions on a scale of 0-10:

0 = Not satisfied 5 = Moderately satisfied 10 = Extremely satisfied.

1. How would you rate the Proposer's ability to deliver travel management services and the overall quality of services provided?

Score: __9.5__

Comments: CTM agents and account management are consistent with providing a high level of service across all 16 departments.

2. How would you rate your overall satisfaction of the business relationship with the Proposer?

Score: __10__

Comments: _I am in constant communication with CTM account management and have always felt very supported our processes and special needs.

3. How would you rate the Proposer's responsiveness to customer service issues and special requests (e.g., reported problems, changes billing, etc.)?

Score: _9.5__

Comments: _Issues are typically handled very quickly and when there might be a delay or issue there is a timeline or other viable options presented.

ATTACHMENT D - REFERENCE CHECK FORM

Proposer Name: Corporate Travel Management

Reference Entity: Power Engineers

Reference Contact Name: Stacey Allred

Contact Telephone Number: 208-788-0339

Contact Email Address: stacey.allred@powereng.com

Please rate the following questions on a scale of 0-10:

0 = Not satisfied 5 = Moderately satisfied 10 = Extremely satisfied.

1. How would you rate the Proposer's ability to deliver travel management services and the overall quality of services provided?

Score: 10

Comments: We have had three different account managers over the course of our partnership with CTM (formerly T&T) and all of them have been exceptional in the level of oversight and attention they have given our account. They are knowledgeable, skilled, and their customer service is bar none.

2. How would you rate your overall satisfaction of the business relationship with the Proposer?

Score: 10

Comments: We have developed some amazing relationships with our CTM team and these relationships have been invaluable to the success of our travel program. I have the utmost respect for our team and for their knowledge and expertise in their industry.

3. How would you rate the Proposer's responsiveness to customer service issues and special requests (e.g., reported problems, changes billing, etc.)?

Score: 10

Comments: They have always been very responsive to our requests and willing to troubleshoot issues until we are happy with the resolve. I can't say enough great things about our partnership with CTM.

ATTACHMENT D - REFERENCE CHECK FORM

Proposer Name: Corporate Travel Management

Reference Entity: University of Alaska

Reference Contact Name: Geoff Jacobs

Contact Telephone Number: 907-450-8061

Contact Email Address: gajacobs@alaska.edu

Please rate the following questions on a scale of 0-10:

0 = Not satisfied 5 = Moderately satisfied 10 = Extremely satisfied.

1. How would you rate the Proposer's ability to deliver travel management services and the overall quality of services provided?

Score: 10

Comments: Travel is booked timely and to our policy requirements. The agent team is very helpful and professional.

2. How would you rate your overall satisfaction of the business relationship with the Proposer?

Score: 10

Comments: CTM is great to work with.

3. How would you rate the Proposer's responsiveness to customer service issues and special requests (e.g., reported problems, changes billing, etc.)?

Score: 10

Comments: CTM is very responsive and helpful for special requests. With COVID we needed to work through over \$500,000 of unused tickets. We were able to keep from spending new money because of CTMs great work ensuring these were used up first wherever possible.

ATTACHMENT E –CERTIFIED DISADVANTAGED BUSINESS OUTREACH PLAN

Proposer Name: Corporate Travel Management **Date:** March 11, 2022

Contact Name: Karen McGilvray **Telephone:** +1 206 674 4445 **Email:** Karen.mcgilvray@travelctm.com

“Certified Firm” means a small business certified under ORS 200.055 by the Oregon Certification Office for Business Inclusion and Diversity (COBID) as minority-owned businesses, woman-owned businesses, businesses that service-disabled veterans own, and emerging small businesses.

Certified Firms must have an equal opportunity to participate in the performance of contracts financed with state funds. By submitting its offer, Proposer certifies that it has taken, and if there are further opportunities, will take reasonable steps to ensure that Certified Firms are provided an equal opportunity to compete for and participate in the performance of any subcontracts resulting from this procurement.

The information submitted in response to this clause will not be considered in any scored evaluation.

1. Is Proposer an Oregon certified firm? Yes No

If yes, indicate all certification type(s): DBE MBE WBE SDV ESB and supply

Oregon State Certification Number: _____

2. Include a list of Certified Firms that Proposer has had a contractual relationship with within the last two years.

Alamo Travel, based in TX, is a disadvantaged, minority, woman owned business, accredited as such, and is a contracted partner available for segmentation of spend to such a supplier.

3. Include a list of firms that Proposer has had a contractual relationship with within the last two years that are not Certified Firms but may be minority-owned, woman-owned, service-disabled veteran-owned or emerging small businesses.

Not applicable.

4. Does Proposer foresee any subcontracting opportunities for this procurement? Yes No

If no, do not complete the rest of this form and submit this first page with your Proposal.

If yes, please complete the following pages and submit all pages with your Proposal.

CERTIFIED DISADVANTAGED BUSINESS OUTREACH PLAN

5. Describe the steps Proposer will take to solicit Certified Firms for subcontracting opportunities if awarded a contract from this procurement.

6. Describe the subcontracting opportunities and the approximate dollar value of each that may be available, if awarded a Contract.

7. Would Proposer be willing to report the identity of each subcontractor and the value of each subcontract to COBID if awarded a Contract from this procurement?

ATTACHMENT F - RESPONSIBILITY INQUIRY

DAS will determine responsibility of a Proposer prior to award and execution of a Master Agreement. In addition to this form, DAS may notify Proposer of other documentation required, which may include but is not limited to recent profit-and-loss history, current balance statements and cash flow information, assets-to-liabilities ratio, including number and amount of secured versus unsecured creditor claims, availability of short and long-term financing, bonding capacity, insurability, credit information, materials and equipment, facility capabilities, personnel information, record of performance under previous contracts, etc. Failure to promptly provide requested information or clearly demonstrate responsibility may result in an DAS finding of non-responsibility and rejection.

1. Does Proposer have available the appropriate financial, material, equipment, facility and personnel resources and expertise, or ability to obtain the resources and expertise, necessary to demonstrate the capability of Proposer to meet all contractual responsibilities? **YES** / **NO** .
2. Within the last five years, how many contracts of a similar nature has Proposer completed that, to the extent that the costs associated with and time available to perform the contract remained within Proposer's control, Proposer stayed within the time and budget allotted, and there were no contract claims by any party? Number: 400+

How many contracts did not meet those standards? Number: 0 If any, please explain.

Response:

3. Within the last three years has Proposer (incl. a partner or shareholder owning 10% or more of Proposer's firm) or a major subcontractor (receiving 10% or more of a total contract amount) been criminally or civilly charged, indicted or convicted in connection with:
 - obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract,
 - violation of federal or state antitrust statutes relating to the submission of bids or Proposals, or
 - embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property? **YES** / **NO** .

If "YES," indicate the jurisdiction, date of indictment, charge or judgment, and names and summary of charges in the response field below.

Response:

4. Within the last three years, has Proposer had:
 - any contracts terminated for default by any government DAS, or
 - any lawsuits filed against it by creditors or involving contract disputes? **YES** / **NO** .

If "YES," please explain. (With regard to judgments, include jurisdiction and date of final judgment or dismissal.)

Response:

5. Does Proposer have any outstanding or pending judgments against it? YES / NO .

Is Proposer experiencing financial distress or having difficulty securing financing? YES / NO .

Does Proposer have sufficient cash flow to fund day-to-day operations throughout the proposed contract period? YES / NO

If "YES" on the first question or second question, or "NO" on the third question, please provide additional details.

Response:

6. Within the last three years, has Proposer filed a bankruptcy action, filed for reorganization, made a general assignment of assets for the benefit of creditors, or had an action for insolvency instituted against it? YES / NO .

If "YES," indicate the filing dates, jurisdictions, type of action, ultimate resolution, and dates of judgment or dismissal, if applicable.

Response:

7. Does Proposer have all required licenses, insurance and/or registrations, if any, and is Proposer legally authorized to do business in the State of Oregon? YES / NO .

If "NO," please explain.

Response:

8. Pay Equity Certificate. This certificate is required if Proposer employs 50 or more full-time workers and the prospective contract price is estimated to exceed \$500,000. [This requirement does not apply to architectural, engineering, photogrammetric mapping, transportation planning or land surveying and related services contracts.] Does a current authorized representative of Proposer possess an unexpired Pay Equity Certificate issued by the Department of Administrative Services? YES / NO / N/A . [If the certificate was provided with the Bid or Proposal submitted for a solicitation related to the prospective contract, then it is not necessary to resubmit it. Just indicate "see Bid" or "see Proposal" in the response field. **Otherwise, if applicable, submit a copy of the certificate with this form.**]

Response:

AUTHORIZED SIGNATURE

By signature below, the undersigned Authorized Representative on behalf of Proposer certifies to the best of his or her knowledge and belief that the responses provided on this form are complete, accurate, and not misleading.

Proposer Name: Corporate Travel Management	RFP: S-10700-00001827
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	Project Name: Travel Management Services
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 _____
Authorized Signature Date

Karen McGilvray _____
Print Name Title