

AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT FOR PROFESSIONAL SERVICES (“Agreement”) is made and entered into as of the date stated on City’s signature page below (the “Effective Date”) by and between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado acting on behalf of its Department of Aviation (“City”), and **FLAGSHIP AIRPORT SERVICES, INC.**, (“Flagship” or “Contractor”) (collectively “Parties”) a corporation authorized to do business in Colorado.

WITNESSETH:

WHEREAS, City owns, operates, and maintains Denver International Airport (“DEN”); and

WHEREAS, City desires to obtain janitorial and snow removal (the “Services”) for facilities located at Denver International Airport (“DEN”); and

WHEREAS, City has undertaken a competitive process to solicit and receive proposals for such services, and has selected the proposal submitted by the Contractor; and

WHEREAS, Contractor has submitted a proposal and is qualified and ready, willing and able to perform the services as set forth in this Agreement and,

WHEREAS, creating more opportunity for small businesses to work at DEN is a core value of the Airport and in its long-term best interest. The Contractor has proposed a unique joint venture approach for a portion of the Airport complex which will create future opportunities for small businesses at DEN and,

NOW, THEREFORE, for and in consideration of the premises and other good and valuable consideration, the Parties hereto agree as follows:

PART I LINE OF AUTHORITY

The Chief Executive Officer of the Department of Aviation (the “CEO”), authorizes and directs all work performed under this Agreement. Until otherwise notified in writing by the CEO, the CEO has delegated the authority granted herein to the Senior Vice President of Airport Operations (the “SVP”). The SVP will designate a Project Administrator to coordinate Services under this Agreement. Reports, memoranda, correspondence, and other submittals required of Contractor hereunder shall be processed in accordance with the Project Administrator’s directions.

PART II DUTIES AND RESPONSIBILITIES OF CONTRACTOR

2.01 SCOPE OF SERVICES

(A) The Contractor, after it receives a written Notice to Proceed from the SVP, shall furnish all of the technical, administrative, professional and other labor; all supplies and materials, equipment, printing, vehicles, local travel, office space and facilities, testing and analyses, calculations, and any other facilities or resources required to perform and complete the work described in the attached **Exhibit A “Scope of Work”** which is incorporated herein by reference. The Contractor agrees that all work performed hereunder shall be in accordance with the terms and conditions of the attached Exhibits.

(B) The Contractor shall faithfully perform the work required under this Agreement in accordance with standards of care, skill, training, diligence and judgment provided by highly competent service providers who perform work of a similar nature to the work described in this Agreement. Contractor hereby represents to City it will perform its services skillfully, carefully, diligently, and in a first-class manner. Contractor agrees and understands City, in its sole reasonably exercised discretion, shall determine whether services are provided in a first-class manner. Contractor acknowledges that time is of the essence in its performance of all work and obligations under this Agreement.

2.02 KEY PERSONNEL ASSIGNMENTS

(A) Personnel Assignments: All key personnel identified in the Contractor's proposal will be assigned by the Contractor or its subcontractors to perform work under this Agreement. The Contractor shall submit to the SVP a list of key personnel who will perform work under this Agreement within thirty days after this Agreement has been executed, together with complete resumes and other information describing their ability to perform the tasks assigned. Such personnel must be approved in writing by the SVP or his designee. It is the intent of the parties hereto that all key personnel be engaged to perform their specialty for all such services required by this Agreement and that the Contractor's and the subcontractor's key personnel be retained for the life of this Agreement to the extent practicable and to the extent that such services maximize the quality of work performed hereunder. Without limiting the foregoing, the Contractor will not replace its project manager for services under this Agreement without the prior written approval of the SVP.

(B) If the Contractor decides to replace any of its key personnel, it shall notify the SVP in writing of the changes it desires to make. No such replacement shall be made until the replacement is approved in writing by the SVP or his designee. The SVP or his designee shall respond to the Contractor's written notice regarding replacement of key personnel within fifteen days after the SVP receives the list of key personnel which the Contractor desires to replace.

(C) If the SVP determines during the term of this Agreement that the performance of approved key personnel is not acceptable, he shall notify the Contractor, and he may give the Contractor notice of the period of time which the SVP considers reasonable to correct such performance. If the SVP notifies the Contractor that certain of its key personnel should be reassigned, the Contractor will use its best efforts to obtain adequate substitute personnel within ten days from the date of the SVP's notice.

(D) The Contractor may retain and contract with subcontractors only with the approval of the SVP. No final agreement with any such subcontractor shall be entered into without the prior

written consent of the SVP. Requests for such approval must be made in writing and include a description of the nature and extent of the services to be provided by the subcontractor, the name, address, professional experience and qualifications of the subcontractor and any other information which may be requested by the SVP. Approval of the subcontractor shall not relieve the SVP of any obligations under this Agreement. Any final agreement with the approved subcontractor must contain a valid and binding provision whereby the subcontractor waives any and all rights to make a claim of payment against any City property arising out of the performance of the agreement.

(E) Because the Contractor's represented qualifications are a consideration to the City in entering into this Agreement, the CEO and SVP both shall have the right to reject any proposed subcontractor deemed unqualified or unsuitable for any reason to perform the proposed services, and the CEO and SVP both shall have the right to limit the number of subcontractors.

(F) The Contractor shall not retain any subcontractor to perform work under this Agreement if the Contractor is aware, after a reasonable written inquiry has been made, that it is connected with the sale or promotion of equipment or material which is or may be used on work related to or following this Agreement, or that any other conflict of interest exists.

2.03 STAFF AUGMENTATION

(A) The Contractor agrees that all personnel provided by it to perform services under this Agreement shall be, and remain during the time of their employment, competent and completely and fully qualified for the duties to which they are assigned. The qualification for certain specific duties have been set forth in writing by the Project Administrator. The qualification set out are not intended as limitations on the maximum qualifications for each such position or function. The Project Administrator reserves the right to advise the Contractor from time to time of further qualifications required of, and additional types of duties to be performed by, the Contractor's personnel assigned to DEN.

(B) The Contractor shall not remove or reassign any approved personnel assigned as set forth in Section 2.02 A to DEN and performing work under the Agreement without the express written approval of the SVP.

(C) The City shall provide office space, office furnishing and equipment, telephones, office supplies and tools at DEN for use by the Contractor's personnel in performing most duties under this Agreement. Personnel assignments when DEN will not provide office space and appurtenances will be identified on the task order.

2.04 SUBCONTRACTORS

(A) The Contractor may sublet portions of the Work. Except for the Terminal Joint Venture listed in section 2.09, no subcontractor shall in turn subcontract any portion of its work; there shall only be one tier of subcontracting. For subcontractors hired by the Terminal Joint Venture, approval must be received from both the Contractor and the City.

(B) The Contractor shall be responsible for any acts or omissions of its employees, agents, suppliers, material men and subcontractors. The Contractor shall make available to each proposed subcontractor, prior to the execution of the subcontract, copies of the Contract. In

addition, all work performed for the Contractor by a subcontractor shall be pursuant to an agreement between the Contractor and the subcontractor which shall contain provisions that:

- (i) Preserve and protect the rights of the City and its funding agencies under the Contract Documents with respect to the work to be performed so that the subcontracting thereof will not prejudice those rights; and
- (ii) Require that the Subcontractor be bound to the Contractor by the terms of the Contract Documents, that its work be performed in accordance with the requirements of the Contract Documents, and with respect to the work it performs, that it assumes toward the Contractor all the obligations and responsibilities the Contractor assumes toward the City.

2.05 APPROVAL OF SUBCONTRACTORS

(A) All subcontractors that the Contractor expects to perform Work under this Contract must be approved in writing by the SVP (or his/her authorized representative) before the subcontractor begins work. The SVP may refuse to approve a subcontractor for reasons that include, but are not limited to, the following:

- (i) Default on a contract within the last five (5) years.
- (ii) Default on a contract that required that a surety complete the contract under payment or performance bonds issued by the surety.
- (iii) Debarment within the last five (5) years by a public entity or any organization that has formal debarment proceedings.
- (iv) Significant or repeated violations of Federal Safety Regulations (OSHA).
- (v) Failure to have the specific qualifications listed in the Contract Documents for the work that the subcontractor will perform.
- (vi) Failure to have the required City or Colorado licenses to perform the work described in the subcontract.
- (vii) Failure to pay workers the proper wage and benefits or to pay suppliers or subcontractors with reasonable promptness within the last five (5) years.
- (viii) The Subcontractor or any of its officers or employees are convicted, plead nolo contendere, enter into a formal agreement in which they admit guilt, enter a plea of guilty, or otherwise admit culpability to criminal offenses of bribery, kickbacks, collusive bidding, bid-rigging, antitrust, fraud, obstruction of justice, undue influence, theft, racketeering, extortion or any offense of a similar nature in connection with the Subcontractor's business.

(B) Before the SVP approves any such subcontractor, the Contractor shall submit to the SVP a statement signed by an officer or principal of the Contractor certifying that the Contractor

has investigated the qualifications and background of its proposed subcontractors and identifying the existence of any of the problems listed above or certifying that to the best of his/her knowledge the problems listed do not exist.

2.06 NO CONTRACTUAL RELATIONSHIP

The City does not intend that this Section or any other provision of this Contract, be interpreted as creating any contractual relationship between the City and any subcontractor. The City does not intend that its approval of a subcontractor will create in that subcontractor a right to any subcontract. The City's approval of a subcontractor does not relieve the Contractor of its responsibilities to the City for the work to be performed by the subcontractor.

2.07 OWNERSHIP AND DELIVERABLES

All plans, drawings, reports, other submittals, and other documents submitted to the City or its authorized agents by Contractor shall become and are the property of the City, and the City may, without restriction, make use of such documents and underlying concepts as it sees fit. Contractor shall not be liable for any damage which may result from any use of such documents for purposes other than those described in this Agreement.

2.08 PREPARATION FOR ASSUMPTION OF RESPONSIBILITY

Preparatory actions by the Contractor shall include, but are not limited to, setting up its office at DEN and hiring and training its personnel. In order to conduct an orderly transition, the Contractor will obtain, at least seven (7) calendar days prior to commencement of the Contractor's operations under this Contract, all badges, clearances and/or driver's licenses which are required for such person's job classification as set out herein. Contractor further agrees to fully implement and comply with the Executive Order 136 Non-displacement of Qualified Workers under City Service Contracts, as set for in **Exhibit G**, attached hereto and incorporated herein.

2.09 TERMINAL JOINT VENTURE PILOT

(A) By March 1, 2021, the Contractor will execute a joint venture agreement with a small business enterprise (the "Joint Venture"). By June 1, 2021, the Joint Venture will establish a team of small businesses to complete the Scope of Work related to the Jeppesen Terminal. The team of small businesses shall include the small business joint venture partner and at least one other small business entity (the "Small Business Team"). Throughout the term of the agreement, the Contractor, working with its Joint Venture, agrees to mentor these small businesses with the intent of enhancing the small businesses' core business capabilities.

(B) The Joint Venture corporate structure will be determined by the Contractor. Once the parties reach agreement, the Joint Venture will be incorporated into this Agreement as a subcontract pursuant to section 2.04 of this Agreement.

(C) It is the intent of the parties that the Joint Venture will be responsible for cleaning the Jeppesen Terminal; however, the parties recognize that outside influences may dictate the schedule and size of the location which the Joint Venture will be responsible for cleaning.

Therefore, the parties agree to work collaboratively to establish the scope of work for the Joint Venture.

(D) At the time of incorporation of the subcontract into this Agreement, the Parties shall negotiate in good faith any modification to the pricing, cleaning locations or scheduling requirements to ensure the success of the Joint Venture. No modifications made to the pricing, cleaning locations or schedule will result in an exceedance of the Maximum Contract Amount.

(E) If the Contractor is unable to establish the Joint Venture and create the Small Business Team by March 1, 2022 the City reserves the right to remove the Scope of Work related to the Jeppesen Terminal from this Agreement. Upon removal of this portion of the Scope of Work, Contractor shall have no claim of any kind against the City by reason of such removal or by reason of any act incidental thereto. Contractor shall not be entitled to loss of anticipated profits or any other consequential damages as a result of the removal of the scope.

PART III TERM AND TERMINATION

3.01 TERM

The Term of this Agreement shall commence on March 1, 2021 (“Effective Date”) and shall terminate February 28, 2024 unless sooner terminated as provided in this Agreement. The Term may be extended for a time period of up to two additional years in increments of one year on the same terms and conditions of the existing agreement. Any extension of the Term shall be memorialized in a writing issued to the Contractor by the SVP. Should for any reason the Term expire prior to the completion by Contractor of any outstanding work, which has previously been authorized, then in the CEO’s sole discretion this Agreement shall remain in full force and effect to permit completion of any work that was commenced prior to the date that otherwise would have been the termination date.

3.02 TERMINATION

(A) The City has the right to terminate this Agreement, in whole or in part, without cause, on thirty (30) days written notice to the Contractor, and with cause on ten (10) days written notice to the Contractor. However, nothing herein shall be construed as giving the Contractor the right to perform services under this Agreement beyond the time when such services become unsatisfactory to the CEO or her authorized representative.

(B) If this Agreement is terminated by the Contractor, or if this Agreement is terminated by the City for cause, the Contractor’s compensation in such event shall be limited to (1) the sum of the amounts contained in invoices which it has submitted and which have been approved by the City, (2) the reasonable value to the City of the work which the Contractor performed prior to the date of the termination notice, but which had not yet been approved for payment, and (3) the cost of any work which the CEO approves in writing which he/she determines is needed to accomplish an orderly termination of the work. If this Agreement is terminated for the convenience of the City and without the fault of the Contractor, the Contractor shall also be

compensated for any reasonable costs it has actually incurred in performing services hereunder prior to the date of the termination.

(C) If this Agreement is terminated, the City shall take possession of all materials, equipment, tools and facilities owned by the City which the Contractor is using by whatever method it deems expedient, and the Contractor shall deliver to the City all drafts or other documents it has completed or partially completed under this Agreement, together with all other items, materials and documents which have been paid for by the City, and these documents and materials shall be the property of the City.

(D) Upon termination of this Agreement by the City, the Contractor shall have no claim of any kind whatsoever against the City by reason of such termination or by reason of any act incidental thereto, except for compensation for work satisfactorily performed as described herein.

(E) The Contractor has the right to terminate this contract with cause by giving not less than thirty (30) days prior written notice to the City.

3.03 DEFAULT

The following are events of default under this Contract:

(A) In the opinion of the CEO, the Contractor fails to perform adequately the services required in the contract.

(B) In the opinion of the CEO the Contractor fails to perform the required work within the time stipulated in the contract.

(C) In the opinion of the CEO, the Contractor provides material that does not meet the requirements of the Contractual Agreement

(D) In the opinion of the CEO, the Contractor attempts to impose on the City and County of Denver materials, products, service or workmanship which is of an unacceptable quality.

(E) In the opinion of the CEO, the Contractor fails to make progress in the performance of the requirements of the contract and/or gives the City and County of Denver a positive indication that the Contractor will not or cannot perform to the requirements of the Contractual Agreement.

(F) The Contractor is in default under any other contract, purchase order or agreement with the City.

(G) The Contractor becomes insolvent or takes the benefit of any present or future insolvency or bankruptcy statute or makes a general assignment for the benefit of creditors, or consents to the appointment of a receiver, trustee or liquidator of any or substantially all of its property.

(H) The Contractor transfers its interest under this Contract, without the prior written approval of the City, by reason of death, operation of law, assignment, sublease or otherwise, to any other person, entity or corporation.

(I) The Contractor gives its permission to any person to use for any illegal purpose any portion of the Airport made available to Contractor for its use under this Agreement.

(J) The Contractor fails to comply with any of the provisions of this Contract concerning Airport security.

(K) The Contractor or any of its officers or employees are convicted, plead nolo contendere, enter into a formal agreement in which they admit guilt, enter a plea of guilty, or otherwise admit culpability to criminal offenses of bribery, kickbacks, collusive bidding, bid-rigging, antitrust, fraud, obstruction of justice, undue influence, theft, racketeering, extortion, or any offense of a similar nature, in connection with Contractor's business.

(L) The Contractor fails to keep, perform and observe any other promise, covenant or agreement set forth in this Contract, and such failure continues for a period of more than 30 days after delivery by the City of a written notice from the CEO of such breach or default, except where a shorter period is specified herein, or where fulfillment of its obligation requires activity over a period of time and Contractor within 10 days of notice commences in good faith to perform whatever may be required to correct its failure to perform and continues such performance without interruption except for causes beyond its control.

3.04 REMEDIES

If Contractor commits an Event of Default, as described in Section 3.03, the City may exercise any one or more of the following remedies:

(A) The City may elect to allow this Contract to continue in full force and effect and to enforce all of City's rights and remedies hereunder.

(B) The City may cancel and terminate this Contract upon giving 10 days written notice to Contractor of its intention to terminate; provided, however, that if the Contractor has committed an Event of Default as defined in Subsections 3.03 (H), (I), (J) or (K), termination may be effective either immediately upon notice, or within a stated period after notice, as determined by the CEO in his/her discretion.

(C) Perform any test or analysis on materials as to whether they conform in all respects to the specifications of the Contractual Agreement. If the results indicate non-compliance with the specifications, any actual expense of testing will be borne by the vendor.

(D) The City may obtain necessary services in the open market, or otherwise perform or obtain performance of the services covered by this Contract, at the expense of the Contractor. The City may recover any actual excess costs by: (1) deduction from an unpaid balance; (2) collection against the Contractor's performance bond; or (3) any combination of the two foregoing

methods. Nothing herein shall prevent the City from using any other method of collection available to it.

3.05 REMEDIES CUMULATIVE

The remedies provided in this Contract shall be cumulative and shall in no way affect any other remedy available to the City under law or in equity.

PART IV COMPENSATION AND PAYMENT

4.01 MAXIMUM CONTRACT LIABILITY

(A) Notwithstanding any other provision of this Agreement, in no event shall the City be liable for payment for services rendered and expenses incurred by Contractor under the terms of this Agreement for any amount in excess of the sum of One Hundred Eighty Two Million Nine Hundred Eighty Six Thousand Three Hundred and Sixty One Dollars and Thirty-three Cents (\$182,986,361.33) (the “Maximum Contract Amount”).

(B) The obligations of City under this Agreement shall extend only to monies encumbered for the purposes of this Agreement. Contractor acknowledges and understands City does not by this Agreement irrevocably pledge present cash reserves for payments in future fiscal years, and this Agreement is not intended to create a multiple-fiscal year direct or indirect debt or financial obligation of City.

(C) Payment under this Agreement shall be paid from the Airport System Fund. City is not under any obligation to make future encumbrances or appropriations for this Agreement nor is City under any obligation to amend this Agreement to increase the Maximum Contract Liability above.

4.02 PAYMENT SCHEDULE

Subject to the Maximum Contract Amount set forth in this Agreement, Contractor’s fees and expenses shall be paid in accordance with this Agreement. Unless otherwise agreed to in writing, Contractor will invoice the City on a regular basis in arrears, and the City will pay each invoice in accordance with Denver’s Prompt Pay Ordinance, Denver Revised Municipal Code (“D.R.M.C.”) § 20-107, et seq., subject to the Maximum Contract Liability set forth above. Contractor understands and agrees interest and late fees shall be payable by City only to the extent authorized and provided for in City’s Prompt Payment Ordinance. Travel and any other expenses are not reimbursable unless Contractor receives prior written approval of the Project Administrator and be related to and in furtherance of the purposes of the Contractor’s engagement.

4.03 INVOICES

(A) Payments shall be based upon monthly progress invoices and receipts submitted by Contractor, audited and approved by City and this Section as follows:

- (i) An executive summary and status reports that describe the progress of the services and summarize the work performed during the period covered by the invoice.
- (ii) A statement of hours spent where billing is based upon hourly rates. Time sheets shall be maintained by Contractor and shall be available for examination by City, at City's request.
- (iii) The amounts shown on the invoices shall comply with and clearly reference the relevant services, the hourly rate and multiplier where applicable, and allowable reimbursable expenses.
- (iv) Contractor shall submit itemized business expense logs or copies of receipts for all allowable reimbursable expenses, where billing is based upon such items.
- (v) The signature of an officer of Contractor, along with such officer's certification they have examined the invoice and found it to be correct, shall be included on all invoices.
- (vi) Submit each Invoice via email to ContractAdminInvoices@flydenver.com.

(B) The Contractor agrees that the City and Contractor may require deletions, additions, or modifications to the personnel listed on the Staffing Plan found in the Scope of Work (Exhibit A). Any changes to the Staffing Plan will be issued, in writing, and signed by the Project Administrator. Those staffing changes will not need require an executed Amendment to this agreement.

(C) City reserves the right to reject and not pay any invoice or part thereof where the CEO determines the amount invoiced exceeds the amount owed based upon the work performed. City, however, shall pay any undisputed items contained in an invoice. Disputes concerning payments under this provision shall be resolved by administrative hearing pursuant to the procedures of D.R.M.C. § 5-17.

(D) Carry Over and Carry Back. If Contractor's total fees for any of the services described above are less than the amount budgeted for, the amount by which the budget exceeds the fee may be used, with the written approval of the CEO or their designee, to pay fees for additional and related services rendered by Contractor in any other services if in the CEO or her designee's judgment, such fees are reasonable and appropriate.

4.04 FEE

In no event shall the City be liable for any amount in excess of the sum of the Maximum Contract Liability.

PART V

INSURANCE, INDEMNIFICATION, DISPUTE RESOLUTION, BOND

5.01 INSURANCE

(A) Contractor shall obtain and keep in force during the entire term of this Agreement, all of the insurance policies described in City's form of insurance certificate which is attached to this Agreement as **Exhibit C** and incorporated herein. Such insurance coverage includes workers' compensation and employer liability, commercial general liability, business automobile liability, and professional liability. Upon execution of this Agreement, Contractor shall submit to City a fully completed and executed original of the attached insurance certificate form, which specifies the issuing company or companies, policy numbers and policy periods for each required coverage. In addition to the completed and executed certificate, Contractor shall submit a copy of a letter from each company issuing a policy identified on the certificate, confirming the authority of the broker or agent to bind the issuing company, and a valid receipt of payment of premium.

(B) City's acceptance of any submitted insurance certificate is subject to the approval of City's Risk Management Administrator. All coverage requirements specified in the certificate shall be enforced unless waived or otherwise modified in writing by City's Risk Management Administrator.

(C) Contractor shall comply with all conditions and requirements set forth in the insurance certificate for each required coverage during all periods in which coverage is in effect.

(D) Unless specifically excepted in writing by City's Risk Management Administrator, Contractor shall include all subcontracts performing services hereunder as insureds under each required policy or shall furnish a separate certificate (on the form certificate provided), with authorization letter(s) for each subcontractor, or each subcontractor shall provide its own insurance coverage as required by and in accordance with the requirements of this section of the Agreement. All coverages for subcontractors shall be subject to all of the requirements set forth in the form certificate and Contractor shall insure that each subcontractor complies with all of the coverage requirements.

(E) City in no way warrants and/or represents the minimum limits contained herein are sufficient to protect Contractor from liabilities arising out of the performance of the terms and conditions of this Agreement by Contractor, its agents, representatives, or employees. Contractor shall assess its own risks and as it deems appropriate and/or prudent, maintain higher limits and/or broader coverage. Contractor is not relieved of any liability or other obligations assumed or pursuant to this Agreement by reason of its failure to obtain or maintain insurance in sufficient amounts, duration, or types. In no event shall City be liable for any: (i) business interruption or other consequential damages sustained by Contractor; (ii) damage, theft, or destruction of Contractor's inventory, Improvements, or property of any kind; or (iii) damage, theft, or destruction of an automobile, whether or not insured.

(F) The Parties hereto understand and agree that City and County of Denver, its officers, officials and employees, are relying on, and do not waive or intend to waive by any provisions of this Agreement, the monetary limitations or any other rights, immunities and

protections provided by the Colorado Governmental Immunity Act, §§ 24-10-101 to 120, C.R.S., or otherwise available to City and County of Denver, its officers, officials and employees.

5.02 DEFENSE & INDEMNIFICATION

(A) Contractor hereby agrees to defend, indemnify, reimburse and hold harmless City, its appointed and elected officials, agents and employees for, from and against all liabilities, claims, judgments, suits or demands for damages to persons or property arising out of, resulting from, or relating to the work performed under this Agreement (“Claims”), unless such Claims have been specifically determined by the trier of fact to be the sole negligence or willful misconduct of the City. This indemnity shall be interpreted in the broadest possible manner to indemnify City for any acts or omissions of Contractor or its subcontractors either passive or active, irrespective of fault, including City’s concurrent negligence whether active or passive, except for the sole negligence or of City.

(B) Contractor’s duty to defend and indemnify City shall arise at the time written notice of the Claim is first provided to City regardless of whether Claimant has filed suit on the Claim. Contractor’s duty to defend and indemnify City shall arise even if City is the only party sued by claimant and/or claimant alleges that City’s negligence or willful misconduct was the sole cause of claimant’s damages.

(C) Contractor will defend any and all Claims which may be brought or threatened against City and will pay on behalf of City any expenses incurred by reason of such Claims including, but not limited to, court costs and attorney fees incurred in defending and investigating such Claims or seeking to enforce this indemnity obligation. Such payments on behalf of City shall be in addition to any other legal remedies available to City and shall not be considered City’s exclusive remedy.

(D) Insurance coverage requirements specified in this Agreement shall in no way lessen or limit the liability of the Contractor under the terms of this indemnification obligation. The Contractor shall obtain, at its own expense, any additional insurance that it deems necessary for the City’s protection.

(E) This defense and indemnification obligation shall survive the expiration or termination of this Agreement.

5.03 DISPUTE RESOLUTION

Disputes arising under or related to this Agreement or the work which is the subject of this Agreement shall be resolved by administrative hearing which shall be conducted in accordance with the procedures set forth in D.R.M.C. §5-17. The parties agree that the determination resulting

from said administrative hearing shall be final, subject only to Contractor's right to appeal the determination under Colorado Rule of Civil Procedure, Rule 106.

5.04 SURETY BONDS:

(A) A Payment and Performance Bond (“Performance Bond”) satisfactory to the City and County of Denver on the form required by the City, in an amount not less than One Million Dollars and Zero Cents (**\$1,000,000.00**) is required of the Contractor to guarantee that it will perform the work in strict accordance with this Agreement and pay all debts incurred in performing the services required hereunder. The Surety named in the Bond must be authorized to do business in the State of Colorado.

(B) The Contractor’s Performance Bond must either be renewed annually by the Surety named in the Bond or be replaced with an identical Bond covering the subsequent year of the contract issued by another Surety which has been approved in advance by the CEO. If the CEO does not receive written notice from the Surety at least forty-five days before it expires or does not receive a substitute Bond in the form required by the City from an approved Surety at least forty-five days before the Bond expires, then the Contractor shall be in default of this Agreement and the CEO may immediately terminate this Agreement by giving the Contractor written notice of such default. If the City elects to extend this Agreement for up to three additional one-year periods at the same prices, terms and conditions pursuant to Section 4 of this Agreement, the Contractor shall obtain and submit either an extension of the existing Performance Bond or an identical Bond from another Surety that is acceptable to the City. Under no circumstances shall the City be liable to the Contractor for any costs incurred or payments made by the Contractor to obtain an extension of an existing Bond or a new Bond.

(C) The only acceptable alternative to a Performance Bond is an Irrevocable Unconditional Letter of Credit from a local financial institution in form acceptable to the City and County of Denver in the amount of One Million Dollars and Zero Cents (\$1,000,000.00). Renewal of said Irrevocable Unconditional Letter of Credit during the term and any one-year extensions of the Contract shall be as set out above with respect to the Performance Bond.

(D) The form of Performance Bond attached hereto as Exhibit D and incorporated herein by reference must be used by the Contractor and its surety. Attorneys-in-Fact who sign bonds must file with such bonds a certified copy of their Power-of-Authority to sign such bonds that is certified to include the date of the Bond.

PART VI GENERAL TERMS AND CONDITIONS

6.01 STATUS OF CONTRACTOR

(A) It is agreed and understood by and between the parties hereto that the status of Contractor shall be an independent contractor retained on a contractual basis to perform professional or technical services for limited periods of time as described in §9.1.1(E)(x) of the Charter of City and County of Denver, and it is not intended, nor shall it be construed, Contractor or its personnel are employees or officers of City under D.R.M.C. Chapter 18 for any purpose whatsoever.

(B) Without limiting the foregoing, the parties hereby specifically acknowledge that the Contractor is not entitled to unemployment insurance benefits unless the unemployment compensation coverage is provided by the Contractor or some other entity besides the City, that the Contractor is not entitled to worker's compensation benefits from the City, and that the Contractor is obligated to pay federal and state income tax on moneys earned pursuant to this Agreement. The parties further acknowledge that the provisions of this paragraph are consistent with the Contractor's insurance obligations which are set forth in this Agreement.

6.02 ASSIGNMENT

Contractor shall not assign, pledge or transfer its duties, obligations, and rights under this Agreement, in whole or in part, without first obtaining the written consent of the Project Administrator. Any attempt by Contractor to assign or transfer its rights hereunder without such prior written consent shall, at the option of the Project Administrator, automatically terminate this Agreement and all rights of Contractor hereunder. Such consent may be granted or denied at the sole and absolute discretion of the Project Administrator.

6.03 COMPLIANCE WITH ALL LAWS AND REGULATIONS

All of the work performed under this Agreement by Contractor shall comply with all current and future applicable laws, rules, regulations and codes of the United States and the State of Colorado and with the charter, ordinances and rules and regulations of City and County of Denver.

6.04 COMPLIANCE WITH PATENT, TRADEMARK AND COPYRIGHT LAWS

(A) Contractor agrees that all work performed under this Agreement shall comply with all applicable patent, trademark and copyright laws, rules, regulations and codes of the United States. Contractor will not utilize any protected patent, trademark or copyright in performance of its work unless it has obtained proper permission and all releases and other necessary documents. If Contractor prepares any documents which specify any material, equipment, process or procedure which is protected, Contractor shall disclose such patents, trademarks and copyrights in the construction drawings or specifications.

(B) Contractor further agrees to release, indemnify and save harmless City, its officers, agents and employees, pursuant to Article V, Section I, "Defense and Indemnification," from any and all claims, damages, suits, costs, expenses, liabilities, actions or proceedings of any kind or nature whatsoever, of or by anyone whomsoever, in any way resulting from, or arising out of, directly or indirectly, the performance of work under this Agreement which infringes upon any patent, trademark or copyright protected by law.

6.05 NOTICES

(A) Notwithstanding the above, notices concerning termination of this Agreement, notices of alleged or actual violations of the terms of this Agreement, and other notices of similar importance shall be made as follows:

by Contractor to:

Chief Executive Officer
Denver International Airport
Airport Office Building
8500 Peña Boulevard, 9th Floor
Denver, Colorado 80249-6340

And by City to:

Flagship Airport Services Inc.
1050 N. 5th Street, Suite 50
San Jose, CA 95112
Attn: James M. Mikacich

(B) Said notices shall be delivered personally during normal business hours to the appropriate office above or by prepaid U.S. certified mail, return receipt requested. Mailed notices shall be deemed effective upon deposit with the U.S. Postal Service. Either party may from time to time designate substitute addresses or persons where and to whom such notices are to be mailed or delivered, but such substitutions shall not be effective until actual receipt of written notification thereof.

6.06 RIGHTS AND REMEDIES NOT WAIVED

In no event shall any payment by City hereunder constitute or be construed to be a waiver by City of any breach of covenant or default which may then exist on the part of Contractor, and the making of any such payment when any such breach or default shall exist shall not impair or prejudice any right or remedy available to City with respect to such breach or default; and no assent, expressed or implied, to any breach of any one or more covenants, provisions or conditions of this Agreement shall be deemed or taken to be a waiver of any other breach.

6.07 NO THIRD-PARTY BENEFICIARIES

It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement and all rights of action relating to such enforcement shall be strictly reserved to City and Contractor, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other or third person on this Agreement. It is the express intention of City and Contractor that any person other than City or Contractor receiving services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.

6.08 SEVERABILITY

In the event any of the provisions, or applications thereof, of this Agreement are held to be unenforceable or invalid by any court of competent jurisdiction, the validity and enforceability of the remaining provisions, or applications thereof, shall not be affected.

6.09 NONEXCLUSIVE CONTRACT

This is a non-exclusive Contractual Agreement. In the City's best interests, the City reserves the right to purchase the same materials and services through other procurements.

6.10 GOVERNING LAW; BOND ORDINANCES; VENUE

(A) This Agreement is made under and shall be governed by the laws of the State of Colorado. Each and every term, provision or condition herein is subject to the provisions of Colorado law, the Charter of City and County of Denver, and the ordinances and regulations enacted pursuant thereto.

(B) This Agreement is in all respects subject and subordinate to any and all City bond ordinances applicable to the Denver Municipal Airport System and to any other bond ordinances which amend, supplement, or replace such bond ordinances.

(C) Venue for any action arising hereunder shall be in City and County of Denver, Colorado.

6.11 COOPERATION WITH OTHER CONTRACTORS

(A) The City may award other contracts for additional work, and the Contractor shall fully cooperate with such other contractors and shall fit his own work to that provided under their contracts.

(B) The Contractor shall have no claim against the City for additional payment due to delays or other conditions created by the operation of other contractors. The City will decide the respective rights of the various contractors in order to secure the completion of the work.

6.12 INUREMENT

The rights and obligations of the parties herein set forth shall inure to the benefit of and be binding upon the parties hereto and their respective successors and assigns permitted under this Agreement.

6.13 EMPLOYEE DRIVER LICENSES AND RECORDS

A. Contractor employees driving either City or Contractor provided vehicles under this Contract are required to maintain an excellent driving record. Drivers with a driving record unacceptable to the City's insurance underwriter will be assigned by the Contractor to a non-driving job if available.

B. All drivers with an alcohol or drug related charge shall be dealt with in accordance with the provisions of Executive Order No. 94.

C. All Contractor personnel assigned to the Airport who drive vehicles in the course of their work under this Contract must obtain and maintain a Colorado Class “R” driver's license and Airport Identification Badge at all times during their employment at the Airport.

D. All Contractor personnel assigned to the Airport will carry Airport Identification Badges at all times during their employment at the Airport.

6.14 THE CONTRACTOR’S PROJECT MANAGER

A. The Contractor shall provide an on-site Project Manager, trained, qualified, and acceptable to the Airport’s Project Administrator, exclusively for this Contract. The Project Manager shall have full authority to act for the Contractor and at all times to carry out the provisions of this Contract. If the Project Manager is absent, the Contractor shall, at all times, provide an equally qualified and competent replacement that has been given full authority to carry out the duties of the positions as required.

B. The Project Manager shall make sufficient inspections to ensure the work is performed as specified. The Project Manager shall use work assignment sheets and the tool and equipment checklist for each assignment to record discrepancies. The Project Manager shall provide a copy of all inspection reports to the Project Administrator as requested.

PART VII STANDARD CITY PROVISIONS

7.01 DIVERSITY AND INCLUSIVENESS

(A) The City encourages the use of qualified small business concerns doing business within the metropolitan area that are owned and controlled by, economically or socially disadvantaged individuals.

(B) The Contractor is encouraged, with respect to the goods or services to be provided under this Contract, to use a process that includes small business concerns, when considering and selecting any subcontractors or suppliers.

7.02 MINORITY/WOMEN BUSINESS ENTERPRISE

Goods/Services (“Purchasing”) MWBE Goal w/ Utilization Plan

(a) This Agreement is subject to Article V of Chapter 28, Denver Revised Municipal Code (“D.R.M.C.”), designated as §§ 28-117 to 28-199 D.R.M.C. (the “Goods and

Services Ordinance”) and any Rules or Regulations promulgated pursuant thereto. The contract goal for MWBE participation established for this Agreement by the Division of Small Business Opportunity (“DSBO”) is 37%.

- (b) In accordance with the requirements set forth in DRMC § 28-129, the DSBO goal for this contract has been set at 37%. However, as a further pledge to the City’s commitment to small businesses the Contractor has committed to achieving a 41% participation goal for the work it does under this contract. The Contractor agrees that the 41% participation may be enforced as a material term and requirement of this agreement.
- (c) Under § 28-132, D.R.M.C., the Contractor has an ongoing, affirmative obligation to maintain for the duration of this Agreement, at a minimum, compliance with its originally achieved level of MWBE participation upon which this Agreement was awarded, unless there is a change in the work by the City, or as otherwise as described in § 28-133, D.R.M.C. The Contractor acknowledges that:
 - (1) The Contractor is required to comply with the approved Utilization Plan (Exhibit H) and the requirements therein, in accordance with § 28-129(c), D.R.M.C. Along with the Utilization Plan requirements, the Consultant must establish and maintain records and submit regular reports, as directed by DSBO, which will allow the City to assess progress in complying with the Utilization Plan and achieving the MWBE participation goal. The Utilization Plan is subject to modification by DSBO.
 - (2) If contract modifications are issued under the Agreement, whether by amendment or otherwise, the Contractor shall have a continuing obligation to immediately inform DSBO in writing of any agreed upon increase or decrease in the scope of work of such contract, upon any of the bases discussed in § 28-133, D.R.M.C., regardless of whether such increase or decrease in scope of work has been reduced to writing at the time of notification.
 - (3) If there are changes in the work that include an increase in scope of work under this Agreement, whether by amendment or otherwise, which increases the dollar value of the contract, whether or not such change is within the scope of work designated for performance by an MWBE at the time of contract award, such change or modification shall be immediately submitted to DSBO for notification purposes.
 - (4) Those amendments or other modifications that involve a changed scope of work that cannot be performed by existing subcontractors shall be subject to the original goal on the contract. The Contractor shall satisfy such goal with respect to the changed scope of work by soliciting new MWBEs in accordance with §§ 28-133, D.R.M.C. The Contractor must also satisfy the requirements under §§ 28-128 and 28-136, D.R.M.C., with regard to changes in MWBE scope or participation. The Contractor shall supply to the DSBO Director all required documentation described in §§ 28-128, 28-133, and 28-136, D.R.M.C. with respect to the modified dollar value or work under the contract.

- (5) For contracts of one million dollars (\$1,000,000.00) and over, the Contractor is required to comply with § 28-135, D.R.M.C., as applicable, regarding prompt payment to MWBEs. Payment to MWBE subcontractors shall be made by no later than thirty-five (35) days after receipt of an MWBE subcontractor invoice.
- (6) Failure to comply with these provisions including the Utilization Plan and any modifications thereto may subject the Contractor to sanctions set forth in § 28-139 of the Goods and Services Ordinance.
- (7) Should any questions arise regarding DSBO requirements, the Contractor should consult the Goods and Services Ordinance or may contact the designated DSBO representative at (720) 913-1999.

7.02 CITY'S NON-DISCRIMINATION POLICY

In connection with the performance of Services under this Agreement, Contractor agrees not to refuse to hire, discharge, promote, demote, or to discriminate in matters of compensation against any person otherwise qualified solely because of race, creed, color, religion, national origin, gender, age, military status, sexual orientation, gender variance, marital status, and/or physical and mental disability. Contractor further agrees to insert the foregoing provision in all subcontracts hereunder

7.03 PREVAILING WAGE

A. Prevailing Wage. To the extent required by law, Contractor shall comply with, and agrees to be bound by, all requirements, conditions and City determinations regarding the Payment of Prevailing Wages Ordinance, §§ 20-76 through 20-79, D.R.M.C. including, but not limited to, the requirement that every covered worker working on a City owned or leased building or on City-owned land shall be paid no less than the prevailing wages and fringe benefits in effect on the Effective Date of this Agreement.

1. Prevailing wage and fringe rates will adjust on the anniversary of the actual date of bid or proposal issuance. The City shall provide additional compensation to the Contractor to match any proportional increases in prevailing wage or fringe benefits applicable to Contractor during the Term of this Contract/Agreement. However, in no event shall any such increase in compensation cause City's liability to exceed the Maximum Contract Amount.
2. For purposes of this specific contract, the subsequent difference between the latest implemented applicable Prevailing Wage ("PW") & Fringe rate (as set forth by the Denver City Auditor's Prevailing Wage Division) as compared to the preceding applicable PW and Fringe rate shall be implemented on the anniversary date of proposal issuance, or 3/12/2022, 3/12/2023 and option years 3/12/2024 & 3/12/2025.
3. Contractor shall provide the Auditor with a list of all subcontractors providing any services under the Agreement.

4. Contractor shall provide the Auditor with electronically-certified payroll records for all covered workers employed under this Agreement.

5. Contractor shall prominently post at the work site the current prevailing wage and fringe benefit rates. The posting must inform workers that any complaints regarding the payment of prevailing wages or fringe benefits may be submitted to the Denver Auditor by calling 720-913-5000 or emailing auditor@denvergov.org.

6. If Contractor fails to pay workers as required by the Prevailing Wage Ordinance, Contractor will not be paid until documentation of payment satisfactory to the Auditor has been provided. The City may, by written notice, suspend or terminate work if Contractor fails to pay required wages and fringe benefits.

7.04 ADVERTISING AND PUBLIC DISCLOSURES

Contractor shall not include any reference to this Agreement or to work performed hereunder in any of its advertising or public relations materials without first obtaining the written approval of the Janitorial Administrator. Any oral presentation or written materials related to DEN shall include only presentation materials, work product, and technical data which have been accepted by City, and designs and renderings, if any, which have been accepted by City. The CEO shall be notified in advance of the date and time of any such presentations. Nothing herein, however, shall preclude Contractor's use of this contract and its component parts in GSA form 254 or 255 presentations, or the transmittal of any information to officials of City, including without limitation, the Mayor, the CEO, any member or members of City Council, and the Auditor.

7.05 COLORADO OPEN RECORDS ACT

(A) Contractor acknowledges that City is subject to the provisions of the Colorado Open Records Act, Colorado Revised Statutes § 24-72-201 et seq., and Contractor agrees that it will fully cooperate with City in the event of a request or legal process arising under such act for the disclosure of any materials or information which Contractor asserts is confidential and exempt from disclosure. Any other provision of this Agreement notwithstanding, including exhibits, attachments and other documents incorporated into this Agreement by reference, all materials, records and information provided by Contractor to City shall be considered confidential by City only to the extent provided in the Open Records Act, and Contractor agrees that any disclosure of information by City consistent with the provisions of the Open Records Act shall result in no liability of City.

(B) In the event of a request to City for disclosure of such information, time, and circumstances permitting, City will make a good faith effort to advise Contractor of such request in order to give Contractor the opportunity to object to the disclosure of any material Contractor may consider confidential, proprietary, or otherwise exempt from disclosure. In the event Contractor objects to disclosure, City, in its sole and absolute discretion, may file an application to the Denver District Court for a determination of whether disclosure is required or exempted. In the event a lawsuit to compel disclosure is filed prior to City's application, City will tender all such material to the court for judicial determination of the issue of disclosure. In both situations, Contractor agrees it will either waive any claim of privilege or confidentiality or intervene in such

legal process to protect materials Contractor does not wish disclosed. Contractor agrees to defend, indemnify, and hold harmless City, its officers, agents, and employees from any claim, damages, expense, loss, or costs arising out of Contractor's objection to disclosure, including prompt reimbursement to City of all reasonable attorney fees, costs, and damages City may incur directly or may be ordered to pay by such court.

7.06 EXAMINATION OF RECORDS AND AUDITS

1. Any authorized agent of the City, including the City Auditor or his or her representative, has the right to access, and the right to examine, copy and retain copies, at City's election in paper or electronic form, any pertinent books, documents, papers and records related to Consultant's performance pursuant to this Agreement, provision of any goods or services to the City, and any other transactions related to this Agreement. Contractor shall cooperate with City representatives and City representatives shall be granted access to the foregoing documents and information during reasonable business hours and until the latter of three (3) years after final closeout by FEMA or the final payment under the Agreement or expiration of the applicable statute of limitations (whichever is greater). When conducting an audit of this Agreement, the City Auditor shall be subject to government auditing standards issued by the United States Government Accountability Office by the Comptroller General of the United States, including with respect to disclosure of information acquired during the course of an audit. No examination of records and audits pursuant to this paragraph shall require Contractor to make disclosures in violation of state or federal privacy laws. Contractor shall at all times comply with D.R.M.C. §20-276.

2. Additionally, Contractor agrees until the expiration of three (3) years after final closeout by FEMA or the final payment under the Agreement (whichever is greater), any duly authorized representative of the City, including the CEO or his or her representative, shall have the right to examine any pertinent books, documents, papers and records of Contractor related to Contractor's performance of this Contract, including communications or correspondence related to Contractor's performance, without regard to whether the work was paid for in whole or in part with federal funds or was otherwise related to a federal grant program.

3. In the event the City receives federal funds to be used toward the services performed under this Agreement, the Federal Aviation Administration ("FAA"), the Comptroller General of the United States and any other duly authorized representatives shall have access to any books, documents, papers and records of Contractor which are directly pertinent to a specific grant program for the purpose of making audit, examination, excerpts and transcriptions. Contractor further agrees that such records will contain information concerning the hours and specific services performed along with the applicable federal project number.

7.07 USE, POSSESSION OR SALE OF ALCOHOL OR DRUGS

Contractor shall cooperate and comply with the provisions of Executive Order 94 and Attachment A thereto concerning the use, possession or sale of alcohol or drugs. Violation of

these provisions or refusal to cooperate with implementation of the policy can result in City's barring Contractor from City facilities or participating in City operations.

7.08 CITY SMOKING POLICY

Contractor acknowledges that smoking is not permitted in Airport buildings and facilities except for designated Airport Smoking Concessions, and so agrees that it will prohibit smoking by its employees and the public in indoor areas and within 15 feet of entryways of the Airport Premises, except as may otherwise be permitted by the Colorado Clean Indoor Air Act, C.R.S. §§ 25-14-201 to 209. Contractor and its officers, agents, and employees shall cooperate and comply with the provisions of the Denver Revised Municipal Code, §§ 24-301 to 317 et. seq., the Colorado Clean Indoor Air Act, C.R.S. §§ 25-14-201 to 209, City's Executive Order No. 99 dated December 1, 1993, and Executive Order No. 13 dated July 31, 2002.

7.10 CONFLICT OF INTEREST

(A) Contractor agrees that it and its subsidiaries, affiliates, subcontractors, principals, or employees will not engage in any transaction, activity or conduct which would result in a conflict of interest. Contractor represents that it has disclosed any and all current or potential conflicts of interest. A conflict of interest shall include transactions, activities, or conduct that would affect the judgment, actions or work of Contractor by placing Contractor's own interests, or the interest of any party with whom Contractor has a contractual arrangement, in conflict with those of City. City, in its sole discretion, shall determine the existence of a conflict of interest and may terminate this agreement if such a conflict exists, after it has given Contractor written notice which describes such conflict.

(B) Contractor shall have thirty (30) days after the notice is received in which to eliminate or cure the conflict of interest in a manner which is acceptable to City.

7.11 PROHIBITION AGAINST EMPLOYMENT OF ILLEGAL ALIENS TO PERFORM WORK UNDER THIS AGREEMENT

(A) The Agreement is subject to Article 17.5 of Title 8, Colorado Revised Statutes and Den. Rev. Municipal Code 20-90 and the Contractor is liable for any violations as provided in said statute and ordinance.

(B) The Contractor certifies that:

- (i). At the time of its execution of this Agreement, it does not knowingly employ or contract with an illegal alien who will perform work under this Agreement.
- (ii). It will participate in the E-Verify Program, as defined in § 8 17.5-101(3.7), C.R.S., to confirm the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement.

(C) The Contractor also agrees and represents that:

- (i). It shall not knowingly employ or contract with an illegal alien to perform work under the Agreement.
- (ii). It shall not enter into a contract with a subcontractor or subconsultant that fails to certify to the Contractor that it shall not knowingly employ or contract with an illegal alien to perform work under the Agreement.
- (iii). It has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement, through participation in the E-Verify Program.
- (iv). It is not prohibited from using either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while performing its obligations under the Agreement and it has complied with all federal requirements regarding the use of the E-Verify program, including, by way of example, requirements related to employee notification and preservation of employee rights.
- (v). If it obtains actual knowledge that a subcontractor or subconsultant performing work under the Agreement knowingly employs or contracts with an illegal alien, it will notify such subcontractor and City within three days. The Contractor will also then terminate such subcontractor or subconsultant if within three days after such notice the subcontractor or subconsultant does not stop employing or contracting with the illegal alien, unless during such three day period the subcontractor or subcontractor provides information to establish that the subcontractor or subconsultant has not knowingly employed or contracted with an illegal alien.
- (vi). It will comply with any reasonable request made in the course of an investigation by the Colorado Department of Labor and Employment under authority of §8-17.5-102(5), C.R.S. or City Auditor under authority of D.R.M.C. §20-90.3.

7.12 FUNDING SOURCE

Payment under this Agreement shall be paid from the City and County of Denver Airport System Fund and from no other fund or source.

7.13 FORCE MAJEURE

Neither party shall be liable for any failure to perform any of its obligations hereunder due to or caused by, in whole or in part, fire, strikes, lockouts, unusual delay by common carriers, unavoidable casualties, war, riots, acts of terrorism, acts of civil or military authority, acts of God, judicial action, or any other causes beyond the control of the parties. The parties shall have the duty to take reasonable actions to mitigate or prevent further delays or losses resulting from such causes.

7.14 PAYMENT OF CITY MINIMUM WAGE

Contractor shall comply with, and agrees to be bound by, all requirements, conditions, and City determinations regarding the City's Minimum Wage Ordinance, Sections 20-82 through 20-84 D.R.M.C., including, but not limited to, the requirement that every covered worker shall be paid no less than the City Minimum Wage in accordance with the foregoing D.R.M.C. Sections. By executing this Agreement, Contractor expressly acknowledges that they are aware of the requirements of the City's Minimum Wage Ordinance and that any failure by Contractor or any other individual or entity acting subject to this Agreement, to strictly comply with the foregoing D.R.M.C. Sections shall result in the penalties and other remedies authorized therein.

7.15 COORDINATION AND LIAISON

The Contractor agrees that during the term of this Agreement it shall fully coordinate all services that it has been directed to proceed upon and shall make every reasonable effort to fully coordinate all such services as directed by the SVP, along with any City agency, or any person or firm under contract with the City doing work which affects the Contractor's work.

7.16 CITY REVIEW OF PROCEDURES

The Contractor agrees that the City's Auditor, the CEO, the Project Administrator, or any of the CEO's duly authorized representatives, until the expiration of three (3) years after the termination of this Agreement, shall have the right, at any reasonable time and at its own expense, to have access to and the right to examine any books, documents, papers and records of the Contractor pertinent to this Agreement.

7.17 NO AUTHORITY TO BIND CITY TO CONTRACTS

The Contractor has no authority to bind the City on any contractual matters. Final approval of all contractual matters which obligate the City must be by the City as required by the City's charter and ordinances.

7.18 INFORMATION FURNISHED BY CITY

The City will furnish to the Contractor information concerning matters that may be necessary or useful in connection with the work to be performed by the Contractor under this Contract. Both parties will make good faith efforts to ensure the accuracy of information provided to the other party; however, the Contractor understands and acknowledges that the information provided by the City to the Contractor may contain unintended inaccuracies. The Contractor shall be responsible for the verification of the information provided to the Contractor.

7.19 TAXES AND COSTS

The Contractor shall promptly pay, when due, all taxes, bills, debts and obligations it incurs performing work under this Agreement and shall allow no lien, mortgage, judgment or execution to be filed against land, facilities or improvements owned by the City.

7.20 ENVIRONMENTAL REQUIREMENTS

(A) The Contractor in conducting any activity on the Airport shall comply with all applicable local, state and federal environmental rules, regulations, statutes, laws and orders (collectively "Environmental Requirements"), including but not limited to Environmental Requirements regarding the storage, use and disposal of Hazardous Materials or Special Wastes to the environment. For purposes of this Agreement the terms "Hazardous Materials" shall refer to those materials, including without limitation asbestos and asbestos-containing materials, polychlorinated biphenyls (PCBs), oil or any other petroleum products, natural gas, source material, pesticide, and any hazardous waste, toxic substance or related material, including any substance defined or treated as a "hazardous substance," "hazardous waste" or "toxic substance" (or comparable term) in the Comprehensive Environmental Response, Compensation and Liability Act (42 U.S.C. Sec. 9601 et seq. (1990), the Toxic Substances Control Act (15 U.S.C. Sec. 2601 et seq. (1990), and any rules and regulations promulgated pursuant to such statutes or any other applicable federal or state statute.

(B) In addition, Environmental Requirements include applicable Environmental Guidelines developed for DIA's Environmental Management System (EMS), as summarized in DIA Rules and Regulations Part 180 (Environmental Management) and DIA's Environmental Policy, both available at www.flydenver.com/biz/index.asp. These Environmental Requirements include, but are not limited to, requirements regarding the storage, use, and disposal of Hazardous Materials, petroleum products; the National Environmental Policy Act (NEPA); the Clean Water Act (CWA); and all other federal, state, and local water, wastewater, and air quality regulations.

(C) The Contractor shall acquire all necessary federal, state, local, and airport permits/approvals and comply with all permit/approval requirements.

(D) Prior to use, the Contractor shall provide to the City copies of Material Safety Data Sheets (MSDSs) for all chemicals or detergents to be used in its activities for approval. This obligation is continuing for the term of this Agreement, and the Contractor shall provide updated MSDSs and MSDSs for new chemicals, as such information is updated and as new chemicals or detergents are placed into use, as applicable.

(E) The Contractor agrees to ensure that its operations hereunder are conducted in a manner that minimizes environmental impact through appropriate preventive measures. The Contractor agrees that it shall be responsible for any notice of violation from CDPHE, the City and County of Denver or the EPA. The Contractor further agrees that it is responsible for the health and safety of its personnel in connection with such environmental requirements.

7.21 CERTIFIABLY GREEN DENVER PROGRAMS AND INITIATIVES

Contractor shall, when applicable and practicable, follow standards and recommendations of the United States Environmental Protection Agency EPP program, the Green Seal organization, and standards and practices specified by the U.S. Green Building Council, including the Leadership in Energy and Environmental Design (LEED) program. Contractor shall fully implement all appropriate LEED-EB principals to minimize negative economic, environmental, and public health impacts of its operations and maintenance. Services must meet any directly applicable LEED-EB standards, and otherwise help the City realize the goals of the City's Certifiably Green Denver programs and initiatives.

7.22 EXISTING UTILITIES AND STRUCTURES

(A) The Contractor shall adequately protect the work, Airport property, adjacent property and the public. In the event of damage to facilities and/or disruption in services at the facilities, as a result of the Contractor's operations or lack thereof when required, the Contractor shall take immediate steps to notify the Program Administrator and subsequently repair or restore all services to the satisfactory approval of the Program Administrator. The Contractor shall also provide temporary services to maintain uninterrupted use of the facilities.

(B) All costs involved in making repairs and restoring disrupted service shall be borne by the Contractor, and the Contractor shall be fully responsible for any and all claims resulting from the damage.

(C) The Program Administrator, at her/his option, may elect to perform such repairs and deduct the cost of such repairs, replacements and outside services from the monthly charges by the Contractor.

7.23 PAYMENT OF CITY MINIMUM WAGE:

Contractor shall comply with, and agrees to be bound by, all requirements, conditions, and City determinations regarding the City's Minimum Wage Ordinance, Sections 20-82 through 20-84 D.R.M.C., including, but not limited to, the requirement that every covered worker shall be paid no less than the City Minimum Wage in accordance with the foregoing D.R.M.C. Sections. By executing this Agreement, Contractor expressly acknowledges that they are aware of the requirements of the City's Minimum Wage Ordinance and that any failure by Contractor or any other individual or entity acting subject to this Agreement, to strictly comply with the foregoing D.R.M.C. Sections shall result in the penalties and other remedies authorized therein.

7.24 MASTER PLAN

No liability shall attach to the City, its officers, agents and employees by reason of any efforts or action toward implementation of any present or future master plan for the development or expansion of DEN and the Contractor waives any right to claim damages or other consideration arising therefrom.

7.25 SOLICITING

No soliciting for any purpose is allowed on Airport premises by the Contractor's employees. The Contractor shall inform its employees of this Agreement requirement prior to the time each such employee shall begin work for the Contractor at Denver International Airport.

7.26 GRATUITIES

Neither the Contractor nor its employees, officers and agents shall solicit or accept gratuities for any reason whatsoever from any employee of the City or the General Public.

7.27 ESTIMATED QUANTITIES

The approximate service needs outlined herein are estimated as closely as possible. However, the City neither states nor implies any guarantee that actual service utilization will equal the estimate. It is the intent of this Contract that the City will be supplied with more or less of the services outlined herein according to actual needs.

Requested adjustments to the Scope of Work (“SOW”) as necessary to meet the minimum cleaning standards based on passenger traffic and or business needs can be adjusted in SOW. Results of any such assessment will be addressed with Company and the Company will make modifications to the SOW in a collaborative effort with the Project Administrator. Adjustments may result in a staffing increase or decrease. If a reduction in staffing occurs there shall be a corresponding reduction in monthly invoicing. Alternatively, if an increase in staffing is agreed upon, staffing can be added at the respective applicable Bill Rate, as long as it does not exceed Maximum Contract Liability amount.

PART VIII STANDARD FEDERAL PROVISIONS

8.01 SENSITIVE SECURITY INFORMATION

Contractor acknowledges that, in the course of performing its work under this Agreement, Contractor may be given access to Sensitive Security Information (“SSI”), as material is described in federal regulations, 49 C.F.R. part 1520. Contractor specifically agrees to comply with all requirements of the applicable federal regulations specifically, 49 C.F.R. Parts 15 and 1520. Contractor understands any questions it may have regarding its obligations with respect to SSI must be referred to the DEN’s Security Office.

8.02 DEN SECURITY

(A) Contractor, its officers, authorized officials, employees, agents, subcontractors, and those under its control, will comply with safety, operational, or security measures required of Contractor or City by the FAA or TSA. If Contractor, its officers, authorized officials, employees, agents, subcontractors or those under its control, fail or refuse to comply with said measures and such non-compliance results in a monetary penalty being assessed against City, then, in addition to any other remedies available to City, Contractor covenants to fully reimburse City any fines or penalties levied against City, and any attorney fees or related costs paid by City as a result of any such violation. Payment will be due 30 days from notification by DEN after resolution of fine amount between the Airport and the FAA and/or TSA. Any fines and fees assessed will be deducted directly from the invoice for that billing period.

(B) The Contractor will be responsible for compliance with Airport Security regulations and FAR Parts 1542 (Airport Security) and 139 (Airport Certification and Operations). Any and all violations pertaining to Parts 1542 and 139 resulting in a fine will be passed on to and borne by the Contractor. The fee/fine will be deducted from the invoice at time of billing.

(C) The Contractor, promptly upon notice of award of this Contract, shall meet with the Airport's Assistant Security Manager to establish badging and vehicle permit requirements for Contractor's operations under this Contract. The Contractor shall obtain the proper access authorizations for all of its employees, subcontractors and vendors who will enter the Airport to perform work or make deliveries and shall be responsible for each such person's compliance with all Airport rules and regulations, including without limitation those pertaining to security. Any person who violates such rules may be subject to revocation of his/her access authorization. The failure of the Contractor or any subcontractor to complete any required services hereunder shall not be excused on account of the revocation for good cause of access authorization of any person.

(D) The Contractor shall return to the City at the expiration or termination of this Contract, or upon demand by the City, all access keys or access badges issued to it or any subcontractor for any area of the Airport, whether or not restricted. If the Contractor fails to do so, the Contractor shall be liable to reimburse the City for all the City's costs for work required to prevent compromise of the Airport security system. The City may withhold funds in the amount of such costs from any amounts due and payable to the Contractor under this Contract.

8.03 FEDERAL PROVISIONS

This Agreement is subject and subordinate to the terms, reservations, restrictions and conditions of any existing or future agreements between City and the United States, the execution of which has been or may be required as a condition precedent to the transfer of federal rights or property to City for DEN purposes and the expenditure of federal funds for the extension, expansion or development of the Denver Municipal Airport System.

PART IX CONTRACT DOCUMENTS; ORDER OF PRECEDENCE

This agreement consists of Articles I through X which precede the signature page, and the following attachments which are incorporated herein and made a part hereof by reference:

Appendix:	Standard Federal Assurances
Exhibit A:	Scope of Work
Exhibit C:	Certificate of Insurance
Exhibit D:	Payment and Performance Bond
Exhibit F:	Prevailing Wage Schedule
Exhibit G:	Executive Order 136 Non-Displacement of Qualified Workers
Exhibit H:	Flagship Utilization Plan

In the event of an irreconcilable conflict between a provision of Articles I through X and any of the listed attachments or between provisions of any attachments, such that it is impossible to give effect to both, the order of precedence to determine which document shall control to resolve such conflict, is as follows, in descending order:

Appendix

Articles I through X hereof
Exhibit A
Exhibit C
Exhibit D
Exhibit F
Exhibit G
Exhibit H

**PART X
CITY EXECUTION OF AGREEMENT**

10.1 CITY EXECUTION

This Agreement is expressly subject to, and shall not become effective or binding on City, until it is fully executed by all signatories of City and County of Denver. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same, and it may be signed electronically by either party in the manner specified by City.

10.2 ELECTRONIC SIGNATURES AND ELECTRONIC RECORDS

Contractor consents to the use of electronic signatures by the City. The Agreement, and any other documents requiring a signature hereunder, may be signed electronically by the City in the manner specified by the city. The parties agree not to deny the legal effect or enforceability of the Agreement solely because it is in electronic form or because an electronic record was used in its formation. The Parties agree not to object to the admissibility of the Agreement in the form of an electronic record, or a paper copy of an electronic document, or a paper copy of a document bearing an electronic signature, on the ground that it is an electronic record or electronic signature or that it is not in its original form or is not an original.

[SIGNATURE PAGES FOLLOW]

Contract Control Number: PLANE-201953023-00
Contractor Name: Flagship Airport Services, Inc.

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals at Denver, Colorado as of:

SEAL

CITY AND COUNTY OF DENVER:

ATTEST:

By:

APPROVED AS TO FORM:

REGISTERED AND COUNTERSIGNED:

Attorney for the City and County of Denver

By:

By:

By:

Contract Control Number:
Contractor Name:

PLANE-201953023-00
Flagship Airport Services, Inc.

By:  _____
3620605B466D4E6...

Name: Jim Mikacich
(please print)

Title: NVP, Aviation Sales
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)

Appendix

Standard Federal Assurances and Nondiscrimination Non-Federal Contract Provision

A5 CIVIL RIGHTS - GENERAL

A5.3.1 Clause that is used for Contracts

GENERAL CIVIL RIGHTS PROVISIONS

The Contractor agrees to comply with pertinent statutes, Executive Orders and such rules as are promulgated to ensure that no person shall, on the grounds of race, creed, color, national origin, sex, age, or disability be excluded from participating in any activity conducted with or benefiting from Federal assistance.

This provision binds the Contractor and subcontractors from the bid solicitation period through the completion of the contract. This provision is in addition to that required by Title VI of the Civil Rights Act of 1964.

A6 CIVIL RIGHTS – TITLE VI ASSURANCE

A6.3.1 Title VI Solicitation Notice

Title VI Solicitation Notice:

The (**Name of Sponsor**), in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 USC §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders or offerors that it will affirmatively ensure that any contract entered into pursuant to this advertisement, [select disadvantaged business enterprises or airport concession disadvantaged business enterprises] will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

A6.4 CONTRACT CLAUSES

A6.4.1 Title VI Clauses for Compliance with Nondiscrimination Requirements

Compliance with Nondiscrimination Requirements:

During the performance of this contract, the Contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the “Contractor”), agrees as follows:

1. **Compliance with Regulations:** The Contractor (hereinafter includes consultants) will comply with the Title VI List of Pertinent Nondiscrimination Acts and Authorities, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.
2. **Nondiscrimination:** The Contractor, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The Contractor will not participate directly or indirectly in the discrimination prohibited by the Nondiscrimination Acts and Authorities, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR part 21.

3. **Solicitations for Subcontracts, including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding or negotiation made by the Contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the Contractor of the contractor's obligations under this contract and the Nondiscrimination Acts and Authorities on the grounds of race, color, or national origin.
4. **Information and Reports:** The Contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the sponsor or the Federal Aviation Administration to be pertinent to ascertain compliance with such Nondiscrimination Acts and Authorities and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish the information, the Contractor will so certify to the sponsor or the Federal Aviation Administration, as appropriate, and will set forth what efforts it has made to obtain the information.
5. **Sanctions for Noncompliance:** In the event of a Contractor's noncompliance with the non-discrimination provisions of this contract, the sponsor will impose such contract sanctions as it or the Federal Aviation Administration may determine to be appropriate, including, but not limited to:
 - a. Withholding payments to the Contractor under the contract until the Contractor complies; and/or
 - b. Cancelling, terminating, or suspending a contract, in whole or in part.
6. **Incorporation of Provisions:** The Contractor will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations, and directives issued pursuant thereto. The Contractor will take action with respect to any subcontract or procurement as the sponsor or the Federal Aviation Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the Contractor becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the Contractor may request the sponsor to enter into any litigation to protect the interests of the sponsor. In addition, the Contractor may request the United States to enter into the litigation to protect the interests of the United States.

A6.4.2 Title VI Clauses for Deeds Transferring United States Property

CLAUSES FOR DEEDS TRANSFERRING UNITED STATES PROPERTY

The following clauses will be included in deeds effecting or recording the transfer of real property, structures, or improvements thereon, or granting interest therein from the United States pursuant to the provisions of the Airport Improvement Program grant assurances.

NOW, THEREFORE, the Federal Aviation Administration as authorized by law and upon the condition that the (*Title of Sponsor*) will accept title to the lands and maintain the project

constructed thereon in accordance with (*Name of Appropriate Legislative Authority*), for the (**Airport Improvement Program or other program for which land is transferred**), and the policies and procedures prescribed by the Federal Aviation Administration of the U.S. Department of Transportation in accordance and in compliance with all requirements imposed by Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation pertaining to and effectuating the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252; 42 USC § 2000d to 2000d-4), does hereby remise, release, quitclaim and convey unto the (*Title of Sponsor*) all the right, title and interest of the U.S. Department of Transportation/Federal Aviation Administration in and to said lands described in (*Exhibit A attached hereto or other exhibit describing the transferred property*) and made a part hereof.

(HABENDUM CLAUSE)

TO HAVE AND TO HOLD said lands and interests therein unto (*Title of Sponsor*) and its successors forever, subject, however, to the covenants, conditions, restrictions and reservations herein contained as follows, which will remain in effect for the period during which the real property or structures are used for a purpose for which Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits and will be binding on the (*Title of Sponsor*), its successors and assigns.

The (*Title of Sponsor*), in consideration of the conveyance of said lands and interests in lands, does hereby covenant and agree as a covenant running with the land for itself, its successors and assigns, that (1) no person will on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination with regard to any facility located wholly or in part on, over, or under such lands hereby conveyed [,] [and]* (2) that the (*Title of Sponsor*) will use the lands and interests in lands and interests in lands so conveyed, in compliance with all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the U.S. Department of Transportation, Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations and Acts may be amended[, and (3) that in the event of breach of any of the above-mentioned nondiscrimination conditions, the Department will have a right to enter or re-enter said lands and facilities on said land, and that above described land and facilities will thereon revert to and vest in and become the absolute property of the Federal Aviation Administration and its assigns as such interest existed prior to this instruction].*

(*Reverter clause and related language to be used only when it is determined that such a clause is necessary in order to make clear the purpose of Title VI.)

A6.4.3 Title VI Clauses for Transfer of Real Property Acquired or Improved Under the Activity, Facility, or Program

CLAUSES FOR TRANSFER OF REAL PROPERTY ACQUIRED OR IMPROVED UNDER THE AIRPORT IMPROVEMENT PROGRAM

The following clauses will be included in (deeds, licenses, leases, permits, or similar instruments) entered into by the (*Title of Sponsor*) pursuant to the provisions of the Airport Improvement Program grant assurances.

- A. The (grantee, lessee, permittee, etc. as appropriate) for himself/herself, his/her heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree [in the case of deeds and leases add “as a covenant running with the land”] that:
 1. In the event facilities are constructed, maintained, or otherwise operated on the property described in this (deed, license, lease, permit, etc.) for a purpose for which a Federal Aviation Administration activity, facility, or program is extended or for another purpose involving the provision of similar services or benefits, the (grantee, licensee, lessee, permittee, etc.) will maintain and operate such facilities and services in compliance with all requirements imposed by the Nondiscrimination Acts and Regulations listed in the Pertinent List of Nondiscrimination Authorities (as may be amended) such that no person on the grounds of race, color, or national origin, will be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities.
- B. With respect to licenses, leases, permits, etc., in the event of breach of any of the above Nondiscrimination covenants, (*Title of Sponsor*) will have the right to terminate the (lease, license, permit, etc.) and to enter, re-enter, and repossess said lands and facilities thereon, and hold the same as if the (lease, license, permit, etc.) had never been made or issued.*
- C. With respect to a deed, in the event of breach of any of the above Nondiscrimination covenants, the (*Title of Sponsor*) will have the right to enter or re-enter the lands and facilities thereon, and the above described lands and facilities will there upon revert to and vest in and become the absolute property of the (*Title of Sponsor*) and its assigns.*

(*Reverter clause and related language to be used only when it is determined that such a clause is necessary to make clear the purpose of Title VI.)

A6.4.4 Title VI Clauses for Construction/Use/Access to Real Property Acquired Under the Activity, Facility or Program

CLAUSES FOR CONSTRUCTION/USE/ACCESS TO REAL PROPERTY ACQUIRED UNDER THE ACTIVITY, FACILITY OR PROGRAM

The following clauses will be included in deeds, licenses, permits, or similar instruments/agreements entered into by (*Title of Sponsor*) pursuant to the provisions of the Airport Improvement Program grant assurances.

- A. The (grantee, licensee, permittee, etc., as appropriate) for himself/herself, his/her heirs, personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree (in the case of deeds and leases add, “as a covenant running with the land”) that (1) no person on the ground of race, color, or

national origin, will be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under such land, and the furnishing of services thereon, no person on the ground of race, color, or national origin, will be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination, (3) that the (grantee, licensee, lessee, permittee, etc.) will use the premises in compliance with all other requirements imposed by or pursuant to the List of discrimination Acts And Authorities.

- B. With respect to (licenses, leases, permits, etc.), in the event of breach of any of the above nondiscrimination covenants, (*Title of Sponsor*) will have the right to terminate the (license, permit, etc., as appropriate) and to enter or re-enter and repossess said land and the facilities thereon, and hold the same as if said (license, permit, etc., as appropriate) had never been made or issued.*
- C. With respect to deeds, in the event of breach of any of the above nondiscrimination covenants, (*Title of Sponsor*) will there upon revert to and vest in and become the absolute property of (*Title of Sponsor*) and its assigns. *

(*Reverter clause and related language to be used only when it is determined that such a clause is necessary to make clear the purpose of Title VI.)

A6.4.5 Title VI List of Pertinent Nondiscrimination Acts and Authorities

Title VI List of Pertinent Nondiscrimination Acts and Authorities

During the performance of this contract, the Contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the “Contractor”) agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

- Title VI of the Civil Rights Act of 1964 (42 USC § 2000d et seq., 78 stat. 252) (prohibits discrimination on the basis of race, color, national origin);
- 49 CFR part 21 (Non-discrimination in Federally-assisted programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964);
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 USC § 4601) (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Section 504 of the Rehabilitation Act of 1973 (29 USC § 794 et seq.), as amended (prohibits discrimination on the basis of disability); and 49 CFR part 27;
- The Age Discrimination Act of 1975, as amended (42 USC § 6101 et seq.) (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982 (49 USC § 471, Section 47123), as amended (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987 (PL 100-209) (broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, the Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of

the terms “programs or activities” to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);

- Titles II and III of the Americans with Disabilities Act of 1990, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 USC §§ 12131 – 12189) as implemented by U.S. Department of Transportation regulations at 49 CFR parts 37 and 38;
- The Federal Aviation Administration’s Nondiscrimination statute (49 USC § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures nondiscrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 USC 1681 et seq).

A17 FEDERAL FAIR LABOR STANDARDS ACT (FEDERAL MINIMUM WAGE)

A17.3 SOLICITATION CLAUSE

All contracts and subcontracts that result from this solicitation incorporate by reference the provisions of 29 CFR part 201, the Federal Fair Labor Standards Act (FLSA), with the same force and effect as if given in full text. The FLSA sets minimum wage, overtime pay, recordkeeping, and child labor standards for full and part-time workers.

The [**Contractor** | **Consultant**] has full responsibility to monitor compliance to the referenced statute or regulation. The [**Contractor** | **Consultant**] must address any claims or disputes that arise from this requirement directly with the U.S. Department of Labor – Wage and Hour Division.

A20 OCCUPATIONAL SAFETY AND HEALTH ACT OF 1970

A20.3 CONTRACT CLAUSE

All contracts and subcontracts that result from this solicitation incorporate by reference the requirements of 29 CFR Part 1910 with the same force and effect as if given in full text. The employer must provide a work environment that is free from recognized hazards that may cause death or serious physical harm to the employee. The employer retains full responsibility to monitor its compliance and their subcontractor’s compliance with the applicable requirements of

the Occupational Safety and Health Act of 1970 (20 CFR Part 1910). The employer must address any claims or disputes that pertain to a referenced requirement directly with the U.S. Department of Labor – Occupational Safety and Health Administration.

EXHIBIT A

JANITORIAL SCOPE OF WORK

Table of Contents

SECTION 1: GENERAL INFORMATION

- 1.1 Definitions
- 1.2 Vision
- 1.3 Authority of the Contract Compliance Supervisor and Contract Compliance Coordinators
- 1.4 Access to Premises
- 1.5 Exclusive Performance
- 1.6 Other Contracts

SECTION 2: PROPERTY AND EQUIPMENT

- 2.1 Damage to DEN Property
- 2.2 Supplies and Equipment Provided by DEN
- 2.3 Accident Reports
- 2.4 Business Office
- 2.5 Parking
- 2.6 Dressing Room, Lockers, and Break Areas
- 2.7 Storage Space
- 2.8 Keys
- 2.9 Office Papers and Equipment
- 2.10 Time Clocks
- 2.11 Uniforms
- 2.12 Vehicles
- 2.13 Critical and/or Needed Repairs
- 2.14 Equipment Provided by the Contractor

SECTION 3: ENVIRONMENTAL

- 3.1 Environmental Requirements
- 3.2 Green Cleaning Standard Operating Procedure
- 3.3 Packaging and Product Requirements
- 3.4 Recycling and Compost Support
- 3.5 Waste Disposal
- 3.6 Safety Data Sheets (SDS)
- 3.7 Emergency Planning and Community Right to Know Act (EPCRA)

SECTION 4: STAFFING

- 4.1 Staffing Requirements
- 4.2 Staffing Plan
- 4.3 Adjustments to Staffing Plan due to Construction
- 4.4 Contractor's Managers
- 4.5 Contractor's Supervisors
- 4.6 Minimum Pay for Positions Not Covered by Prevailing Wage

- 4.7 Shift Hours and Breaks
- 4.8 Holidays
- 4.9 Relief for Absenteeism and Vacations

SECTION 5: REPORTING

- 5.1 General
- 5.2 System and Frequency

SECTION 6: TRAINING

- 6.1 General Training
- 6.2 Blood-borne Pathogen Safety Program

SECTION 7: SPECIFICATIONS

- 7.1 Work Performance Standards
- 7.2 Specification Changes
- 7.3 Work Areas
- 7.4 Entrances and Doorways
- 7.5 Cleaning Vending Areas
- 7.6 Dispensers

SECTION 8: TASKS

- 8.1 Carpet Cleaning Compliance
- 8.2 Acid Wash Rough Granite
- 8.3 Auto-Scrub Non-Carpeted Floors (Not Stone)
- 8.4 Carpet Shampooing - Dry Clean Method
- 8.5 Carpet Shampooing - Extraction Method
- 8.6 Clean and Disinfect Drinking Fountains
- 8.7 Clean and Disinfect Telephones, Mailboxes, Vending Machines, etc.
- 8.8 Clean Food Court Areas on A, B and C Concourse Center Core
- 8.9 Graffiti Removal
- 8.10 Clean and Disinfect Wash Basins, Toilets, Urinals, and Showers
- 8.11 Clean Walk-Off Mats
- 8.12 Completely Vacuum Carpet
- 8.13 Damp Mop Non-Carpeted Floors
- 8.14 Damp Mop and Disinfect Non-Carpeted Floors
- 8.15 Descale Toilets and Urinals
- 8.16 Disinfect Furniture, Fixtures, Walls, Partitions, Doors, Etc.
- 8.17 Dust Building and Furniture Surfaces
- 8.18 Dust Mop Non-Carpeted Floors
- 8.19 Empty Trash and Ash Receptacles
- 8.20 Machine Scrub Concrete Floors and Seal
- 8.21 Machine Scrub and Recoat
- 8.22 Machine Scrub Restroom Floors
- 8.23 Partially Vacuum Carpeted Floors
- 8.24 Monitoring Specifications

- 8.25 Monitor Floors to Remove Litter
- 8.26 Remove Trash and Debris from the Field of Air Exhibit
- 8.27 Rearrange Furniture as Required
- 8.28 Recoat Non-Carpeted Floors with Metal Cross-Link Polymer Floor Finish
- 8.29 Refill Paper Towel, Toilet Tissue, Hand Soap, and Feminine Hygiene Dispensers
- 8.30 Replace Obviously Soiled or Torn Trash Receptacle Liners
- 8.31 Spray and/or Spot Clean Furniture, Fixtures, Walls, Partitions, Doors, Etc.
- 8.32 Spray and/or Spot Clean Trash and Ash Receptacles
- 8.33 Spray and/or Spot Mop Non-Carpeted Floors
- 8.34 Spray - Buff or Burnish
- 8.35 Stone Care Instruction - Stone Floors Throughout DEN
- 8.36 Strip and Refinish Floors
- 8.37 Sweep or Dust Mop Non-Carpeted Floors
- 8.38 Main Terminal TSA Areas
- 8.39 Electrostatic (Spraying/ Fogging) Disinfecting Services

SECTION 9: REQUIRED FREQUENCIES

- 9.1 Minimum Frequencies
- 9.2 Basics
- 9.3 Main Terminal and Concourse Areas (Includes A Security, Bridges, Walkways, Commuter and Common Areas)
- 9.4 All City and County of Denver Offices throughout the Facility (Includes Break Rooms)
- 9.5 Escalators and Powerwalks - All Areas Serviced
- 9.6 Public Restrooms First and Second Shifts- All Areas Serviced
- 9.7 Public Restrooms - Deep Cleaning (preferred on 3rd Shift)
- 9.8 Non-Public Restrooms
- 9.9 Jet Bridges
- 9.10 Stairwells - All Areas Serviced/ From Mezzanine to Ramp Level
- 9.11 Elevators - All Areas Serviced
- 9.12 Customs and International Offices (Offices, Receiving, Maintenance, Baggage, and Common Areas)
- 9.13 4th Level Terminal, "AOB," and Concourses Ramp/Apron Level, Loading Docks, Hallways, Parking Garage, Common Areas, and Corridors
- 9.14 Sidewalks, Islands, Entry Areas, and Walk Ramps to Parking
- 9.15 Triturators - Concourses
- 9.16 Trash Chute Rooms and Ramp Level Trash/Recycling Compactor Rooms
- 9.17 Artwork - A and B Concourse Center Core
- 9.18 Unscheduled Work
- 9.19 Periodic Hard Floor and Carpet Care

SECTION 10: TOOLS AND EQUIPMENT CAPABILITY

- 10.1 Recommended Tools and Equipment List

SECTION 11: SNOW REMOVAL

- 11.1 Snow Removal Areas
- 11.2 Specifications

- 11.3 Snow Event Alert Levels and Staffing Requirements
- 11.4 Equipment
- 11.5 Snow Removal Pricing

SECTION 12: COMPLIANCE

- 12.1 Non-Compliance
- 12.2 Non-Waiver
- 12.3 Contractor's Quality Control Program
- 12.4 Performance Management Plan
- 12.5 Incentive Program
- 12.6 Contract Discrepancy Form
- 12.7 Performance Measures

SECTION 13: CONTRACT PRICING

- 13.1 Staffing Plan Adjustments
- 13.2 Pricing for Work Outside this Contract
- 13.3 Pricing Documents for all Areas to be serviced including hourly rates for work out-side the parameters of the scope of work

SECTION 1: GENERAL INFORMATION

1.1 Definitions

- 1.1.1 The City and County of Denver, Department of Aviation: Also known as “DEN” or the “City.”
- 1.1.2 Contract Administrator (“CA”): As used in this Section II, Scope of Work is responsible to monitor and inspect the performance of the work and may also perform duties of the CCC. The CA is an employee of DEN’s Airport Operations Division.
- 1.1.3 “CEO”: The Chief Executive Officer of the City and County of Denver, Department of Aviation
- 1.1.4 Contractor: The successful proposer that is awarded a contract as a result of this RFP.
- 1.1.5 Contractor Assistant Project Manager (“Assistant Project Manager”): The Contractor’s designated individual to assist the Contractor’s Project Manager with the administration of the DEN Janitorial and Snow Removal Contract.
- 1.1.6 Contractor’s Project Manager (“Project Manager”): The Contractor’s designated individual within the company to administer the DEN Janitorial Contract.
- 1.1.7 Contract Compliance Coordinator (“CCC”): The Contract Compliance Supervisor may appoint representatives as CCC(s) to monitor and inspect the performance of the work. The CCCs are employees of DEN’s Airport Operations Division.
- 1.1.8 Contract Compliance Group (“CCG”): DEN’s designated employees that have the authority and responsibility for maintaining the compliance of the Janitorial and Snow Removal Services Contract. This group shall ensure full compliance with all of the terms and conditions contained within the Contract document, including invoice pricing
- 1.1.9 Contract Compliance Supervisor (“CCS”): The Contract Compliance Supervisor oversees the day-to-day contract compliance activities of the Contract Compliance Coordinators.
- 1.1.10 Contractor Supervisor: The Contractor’s designated individual within the company to supervise duties performed during the shifts as specified in the DEN Janitorial and Snow Removal Contract.
- 1.1.11 Custodian I (“CI”): Any employee performing general clean-up duties using equipment that does not require special training: i.e. dust mopping, damp mopping, vacuuming, emptying trash, spray cleaning, washing toilets, sinks, walls, cleaning chairs, etc.
- 1.1.12 Custodian II (“CII”): Any employee performing specialized cleaning duties requiring technical training and the use of heavy and technical equipment, i.e., heavy machine operators floor strippers and waxers, carpet shampooers, spray buffing, re-lamping,

mopping behind machines, high ladder work, chemical stripping and finishing of stainless steel.

- 1.1.13 The Incentive Program Board (“IPB”): The authorized group of individuals that will review and analyze data in order to make the determination of an incentive payment. The IPB will be comprised at a minimum of the following individuals: The Program Administrator, additional City employees (chosen by the Program Administrator), additional stakeholders not employed by the City (chosen by the Program Administrator), and the Contractor’s Project Manager
- 1.1.14 Maintenance Control Center (“MCC”): The Maintenance Control Center receives calls, issues work orders, and disseminates information to maintenance personnel and contractors to address issues in an efficient manner.
- 1.1.15 Program Administrator (“PA”): The authorized representative for day-to-day administration of the services under this contract. The PA is an employee of the City and County of Denver.

1.2 Vision

- 1.2.1 The City has issued this Request for Proposals (RFP) with the aim of determining a contractor best positioned to provide janitorial services at Denver International Airport. DEN seeks an experienced, established provider who can provide world-class service and value. Contract is tentatively scheduled to begin February 2021.
- 1.2.2 These services will ensure the cleanliness of airport facilities in the Main Terminal, A Concourse, B Concourse, C Concourse and expansions currently underway. The Contractor will have a proven track record of providing comparable services at comparable facilities and will have a demonstrated capacity for providing efficient and innovative service solutions. The City is under no obligation to move forward with a contract arrangement.
- 1.2.3 The City’s primary objective is to achieve the cleanest facility as a world-class airport. The City is seeking best overall value and must have the utmost confidence that the Contractor can perform the work to the standard defined by this Scope of Work for the life of the contract. The Contractor must be able to perform this work independently, without delay and with consistent quality.

1.3 Authority of the Program Administrator, Contract Compliance Supervisor and Contract Compliance Coordinators

- 1.3.1 The positions defined in Section 1.1 comprise the team that will manage janitorial work at DEN and work with the Contractor. Included are Contractor roles required by this Scope of Work.
- 1.3.2 The PA, CCS and CCCs shall always have free access to the Contractor’s materials and work site at all times for the purposes of auditing compliance with this Scope of Work. These

employees shall also have the authority to inquire about the quality, safety, and acceptability of any equipment the Contractor uses to perform these duties.

- 1.3.3 The CCCs will conduct daily inspections of all work performed and shall have the authority to approve or disapprove such work and require that it be completed satisfactorily. The CCCs shall have the authority to suspend Contractor work until any questions at issue can be resolved by the PA and CCS.
- 1.3.4 The PA is authorized to alter or waive any requirements to this contract.
- 1.3.5 The PA, CCS and CCCs shall not act as foremen, perform duties for the Contractor, nor interfere with the management of the work of the Contractor. Any advice (both verbal and non-verbal) given to the Contractor shall in no way be Construed as binding to the City, or as release from fulfilling all the requirements of the Contract. The CCS shall work with the PA, Contractor's Project Manager, Assistant Project Manager, and/or Shift Foreman when making requests of the Contractor. The PA, CCS and CCCs shall not make requests directly to Contractor employees or supervisors.
- 1.3.6 The PA has the authority to interpret any ambiguous language included in this contract, should any questions arise.
- 1.3.7 The Contractor will provide draft work plans as part of their proposal and during the contract will file current work plans and records with the PA upon request.

1.4 Access to Premises

- 1.4.1 The Contractor shall not permit any individual to have keys for access to locked rooms until it has been determined that the individual(s) is authorized to be admitted in accordance with applicable orders, rules, regulations, and instructions.
- 1.4.2 The PA will work with the Contractor to designate access routes, access to gates/doors, parking, and storage areas and may impose time limitations for such access in accordance with operational and security requirements. Once established, the Contractor can propose alternate routes to maximize operational efficiencies. All proposed changes shall be accepted in writing by the PA. Once all access routes are established the Contractor shall conduct his/her operations in strict observation of these designations. Under no circumstances shall any of the Contractor's personnel, vehicles, or equipment enter any area not authorized by the PA and/or CCS for access by the Contractor.

1.5 Exclusive Performance

- 1.5.1 Neither the Contractor nor any of his/her employees shall perform any outside work at DEN other than that which is defined herein, except as permitted in writing by the PA. When such other work is approved, it is expressly understood DEN's needs are to have precedence over any such work.

1.6 Other Contracts

- 1.6.1 The City may award other contracts for additional work, and the Contractor shall fully cooperate with such other Contractors.
- 1.6.2 The Contractor shall have no claim against the City for additional payment due to delays or other conditions created as a result of the operations of other contractors. The City will determine the respective rights of various contractors in order to secure the completion of the work.

SECTION 2: PROPERTY AND EQUIPMENT

2.1 Damage to DEN Property

- 2.1.1 The Contractor shall submit a written report of any damages to the building, furniture, fixtures, or equipment caused by its employees within 24 hours of the incident.
- 2.1.2 Contractor shall be held liable for any damage caused by their employees. The cost of repair or replacement may be deducted from the Contractor's monthly invoice.

2.2 Supplies and Equipment Provided by DEN

- 2.2.1 DEN shall provide and pay for all the following items to be used on its premises:
 - a. Paper towels for dispensers;
 - b. Towels for dispensers at the Commercial Vehicle Holding Lot;
 - c. Toilet tissue for dispensers;
 - d. Toilet seat liners for dispensers;
 - e. Hand soap for dispensers;
 - f. Odor neutralizer/fragrance refills;
 - g. Wax paper bags for sanitary napkin receptacles;
 - h. Waste receptacle liners for large receptacles;
 - i. Sharps containers and replacements—However, Contractor is responsible for the proper removal and disposal of the needle containers;
 - j. Disposal bags and compostable water bowls for pet relief areas (Contractor is responsible for cleaning chemicals);
 - k. Batteries for paper towel dispensers (if applicable);
 - l. Water dumping receptacles; and
 - m. Waste/recycle/compost receptacles.
- 2.2.2 Cleaning areas higher than 8' and under 20' will require a high platform. DEN has 4 scissor-lifts that are available to the Contractor for these areas. Scissor-lifts are not government provided equipment exclusively dedicated to the Contractor.
- 2.2.3 The Contractor must sign a waiver of liability before operating any DEN owned equipment.
- 2.2.4 Any and all additional products purchased by the Contractor shall not be reimbursed.

2.3 Accident Reports

2.3.1 The Contractor shall immediately notify the MCC, PA, CCS or the CCC, on-duty, of any accidents involving bodily injury to workers, building occupants, passengers, equipment, or other persons via radio or phone. Before 8 am and after 5 pm the on-duty CCS and/or the CCC will ensure that the PA is notified as well. The Contractor shall provide written notification within 24 hours to the PA, in writing and on forms developed by the Contractor for this purpose.

2.4 Business Office

2.4.1 DEN will provide, at no expense to the Contractor, office space, storage space, and utilities (excluding telephone service) as reasonably necessary for the performance of the Contractor's duties. These offices will include at a minimum the following facilities:

- a. Business offices suitable for the management of the Contract;
- b. Break rooms for Contractor employees;
- c. Storage rooms as needed by the Contractor;
- d. Laundry room and laundry hookups for the Contractor; and
- e. Equipment repair facility.

2.4.2 Office equipment such as desks, computers, laptops, tablets, copiers, fax machines, etc. will be provided by the Contractor.

2.4.3 The Contractor shall not use these spaces provided by DEN to support any other functions of the company beyond the scope of services of this Contract. DEN reserves the right to evict the Contractor of the office space if the Contractor violates this requirement.

2.5 Parking

2.5.1 The City will provide, based on availability, parking for the Contractor's Project Manager and authorized alternates. DEN shall provide three (3) parking spaces for these employees.

2.5.2 DEN will provide, based on availability, the Contractor with three (3) parking spaces designated for Contractor owned vehicles (this excludes any employee's personal vehicle)

2.5.3 Other Contractor employees must obtain parking permits from DEN at the expense of the Contractor. The Contractor will be responsible for costs per month per space, subject to availability.

2.6 Dressing Room, Lockers, and Break Areas:

2.6.1 The Contractor shall require employees to change their clothes in areas designated by DEN and maintain these areas in a neat and clean condition.

2.6.2 If the employees eat their lunches in the airport facility, they must do so in a designated lunchroom/breakroom.

- 2.6.3 The Contractor shall provide lockers for the use of custodial employees, supervisors, and managers to store personal items during their work shift.
- 2.6.4 Janitorial breakrooms located at A, B and C concourses are to be used and maintained solely by Contractor's employees. These break rooms are always to be locked and secured. Contractor shall be responsible to provide replacement keys to these break rooms. In some cases, a complete re-key will be required.
- 2.6.5 The Contractor shall provide and maintain all appliances and furnishings to include, but not be limited to, refrigerators, microwaves, tables and chairs.
- 2.6.6 Contractor shall be responsible for disposal of any appliances and furnishes that become inoperable/damaged.

2.7 Storage Space

- 2.7.1 The Contractor shall store its supplies, materials, and equipment in storage areas and janitorial closets designated by DEN. The Contractor agrees to keep these areas in a neat, orderly, and clean condition at all times and to comply with applicable fire regulations.
- 2.7.2 DEN will not be responsible in any way for supplies, materials, or equipment in these areas that may be damaged or lost by fire, theft, accident, or other circumstances.
- 2.7.3 Any such janitorial storage rooms must remain closed and will be equipped with doors and locks. Locks, if not already installed, will be furnished and installed by DEN.

2.8 Keys

- 2.8.1 At the beginning of the Contract, the Contractor will be issued all keys necessary for the performance of the work.
- 2.8.2 The Contractor shall exercise all reasonable efforts to ensure the safety of these keys. Under no circumstances should any keys be taken off airport property. The Contractor agrees to not cause, allow, or contribute to the making of any unauthorized copies of DEN keys issued to its employees or sub-contractors.
- 2.8.3 Any loss of keys shall be reported to the PA and DEN Security immediately. The Contractor agrees that any loss or non-return of any DEN keys by any of its employees or sub-contractors will render the Contractor responsible for the expenses of a re-key of the affected areas. Re-key is defined as any changing of the lock mechanism to accommodate a different key due to the loss of a Contractor (or subcontractor) key(s).
- 2.8.4 The Contractor shall return to DEN Security at the expiration or termination of this contract, or upon demand by DEN Security, all access keys or access badges issued to it or any subcontractor, whether or not restricted. If the Contractor fails to do so, the

Contractor shall be liable to reimburse DEN for all the costs for work required to prevent compromise of DEN's security system. DEN may withhold funds in the amount of such costs from any amounts due and payable to the Contractor under this contract.

2.9 Office Papers and Equipment

2.9.1 The Contractor shall prohibit its employees from disturbing papers on desks, opening desk drawers or cabinets, and using the telephone or office equipment of those offices they are cleaning.

2.10 Time Clocks

2.10.1 The Contractor shall provide and install a computerized time recording system for all employees. The Contractor shall require all employees to use the computerized time recording system to record their daily time worked. The PA shall determine time clock locations. The time clock shall have the capacity to track and report snow removal hours separately as required by DEN.

2.10.2 The computerized time recording system shall have the ability to record time and produce the timekeeping reports necessary to verify all prevailing wage requirements by the City and County of Denver Auditor.

2.11 Uniforms

2.11.1 Contractor employees are required to wear uniforms and appropriate protective clothing while performing work under this Contract and have a neat and clean appearance. No deviations in accessories to the uniforms shall be permitted. Uniforms must display the Contractor's insignia or logo.

2.11.2 Cost of the uniforms will be the Contractor's responsibility. This may include all types of shirts, smocks, pants, slacks, field jackets, coats, hats, gloves, rain and snow gear, shoes, and protective gear including goggles and masks.

2.11.3 The PA must approve of uniform styles in advance of their use.

2.11.4 DEN reserves the right to amend/change the uniform policy and design throughout the term of the Contract.

2.12 Vehicles

2.12.1 The Contractor shall provide the necessary vehicles with the capacity and capability of moving supplies and staff to various locations on DEN's property. The Contractor shall provide all insurance, licenses, bonds, DEN permits, etc. for the vehicles.

- 2.12.2 Any vehicles used in the baggage tunnel must operate on certified natural gas (CNG) or electricity.
- 2.12.3 All vehicles must be in good condition, AWD or 4WD, less than 5 years' old, and under 100,000 miles for the duration of the term of this contract.
- 2.12.4 Pick-up type vehicles shall be equipped with tailgate lift system to transport/stage snow equipment as needed in preparation for, during, and after snow events. The Contractor shall only be responsible for moving snow equipment from storage areas to work areas. DEN will transport or make arrangement to transport equipment that needs to be taken to the DEN Maintenance Facility for repairs or maintenance service.

2.13 Critical and/or Needed Repairs

- 2.13.1 The Contractor's Supervisors shall promptly notify the PA and on duty CCC via handheld radio or phone, of needed repairs or damage to fixtures, buildings, and other equipment belonging to DEN. The CCC shall provide direct communication to DEN's Maintenance Control Division. If the PA or on-duty CCC and CCS are unavailable, then the Contractor must contact DEN's Maintenance Control Division directly.

2.14 Equipment Provided by the Contractor

- 2.14.1 The Contractor shall furnish all equipment, accessories, and tools necessary to perform the work properly as defined in this contract. Except where otherwise stipulated, the Contractor shall provide, maintain, repair, and/or replace all necessary custodial tools and equipment. The required equipment list and their specifications can be found in Section 10: Tools and Equipment Capability.
- 2.14.2 All equipment required for the performance of work under this contract shall be new. "New" is defined as being one year or less from the manufacturer date, beginning with the date of the start of the contract. The equipment must be designated to perform the kind of work described in the specifications at the time the services begin. This list, which can be found in Section 10, is the **minimum amount** of equipment required and are to be used exclusively for the performance of work defined in this contract.
- 2.14.3 DEN requires that each piece of equipment (except for small tools such as brooms and dustpans) maintain the original manufacturers performance specifications or be replaced.
- 2.14.4 All equipment must be permanently identified and visibly labelled with a unique number.
- 2.14.5 All maintenance records shall be stored on DEN specified electronic database, DEN SharePoint site (DEN will provide access).
- 2.14.6 Should the Contractor desire to change any equipment from their original selection, the Contractor shall first ascertain that the alternate complies with the required specifications. The Contractor shall then submit a written "request to change" letter to

the PA, defining the alternate along with the manufacturer's specifications along with an image of the unit. If the PA CCS determines that the alternate performs as well as the initial selection, then the alternate shall be approved for use. "Miscellaneous small tools" as listed in Section 10 are exempt from the "request to change" letter.

SECTION 3: ENVIRONMENTAL

3.1 Environmental Requirements

- 3.1.1 The Contractor and any subcontractors must comply with all environmental requirements. These requirements include all applicable airport, city, state, and federal rules and regulations.
- 3.1.2 Airport environmental requirements are located in Part 180 of the Denver Municipal Airport System Rules and Regulations available at http://www.flydenver.com/about/administration/rules_regulations.
- 3.1.3 DEN is interested in "greening" the products used in all aspects of its activities. Some of the motivations and potential benefits include reduced operating costs, increased worker safety in handling hazardous chemicals, improved air quality, and enhanced public image. Contractors should use "green" products whenever available.

3.2 Green Cleaning Standard Operating Procedure

- 3.2.1 The Contractor must create and follow set of guidelines or a "Green Cleaning Standard Operating Procedure" (GCSOP) that governs the overall provision of janitorial services. The GCSOP must address cleaning tasks, the selection and stocking of chemical products, safe chemical use and handling, waste disposal, equipment operation and maintenance, communications protocols, worker safety, training and awareness, public and customer safety, inspections, and reporting and recordkeeping.
- 3.2.2 The format and content of these procedures should follow the proposed Green Seal Environmental Standard for Cleaning Services (<http://www.greenseal.org/GreenBusiness/Standards.aspx?sid=30&cid=3&vid=ViewStandardDetail>) and meet Leadership in Energy & Environmental Design (LEED) Green Policy and Program Plan requirements (<http://www.usgbc.org/leed>).

(See following pages for Green Clean SOP)

FlagShipGreen

Sustainability SOP 2020

Committed to improving the lives of our employees, customers, partners, and communities by incorporating environmentally sustainable practices, principles and solutions.

INTRODUCTION

Flagship has extensive Green Cleaning experience and a proven record of industry-leading practices. This includes not only the Green Cleaning processes, chemicals and efficient equipment we employ to service our customers, but also the green processes, low water usage measures and energy saving processes we use in our Corporate Office. We've also converted much of our fleet to efficient electric and hybrid vehicles. Our program includes the following highlights:

1. Service many LEED® Certified Facilities
2. Have provided cleaning policies and procedures during facility accreditation process
3. Proof Statement: We service the world's first LEED® Platinum Airport, the SAN Green Build Terminal
 - a. Prep cleaning during and post-construction
 - b. Provided data for cleaning portion of certification during LEED® review
 - c. Green Cleaning on an on-going basis since opening in 2014
4. Flagship continually follows new industry advancements, new technology and new processes as sustainability and green cleaning improvements are made
5. Flagship believes one of the best certifications is the Green Seal Program GS-42. We are currently being evaluated at DFW Airport to certify our program at Airports. We have enclosed a letter stating our current review status. Full GS-42 certification will be completed by Q4 2017 to add to our current robust Green Cleaning Program.
6. Current Program follows Green Seal Program & Diversey GreenGuard Program
7. Current Program Trainer is Jose Garcia
8. Flagship staff at airports including MCO, TPA, SAN & DFW have received GCI Certification Green Program Training.
9. We utilize the program currently and are improving it with the new GS-42 Certification.

Flagship Planned Green Improvements at DEN

1. Custodial staff will complete and receive GCI Certification with focus on cleaning around public (used at schools, airports, public facilities)
2. We will have Green Seal inspect and perform DEN audit and certification of green program/sustainability at DEN
3. Provide a customized GS-42 Plan for DEN which follows the outline we have provided from Green Seal and can only be customized/completed after we are working at the facility

Corporate Philosophy

Established in 1988, Flagship Inc. has been in the commercial facility maintenance business for more than 25 years. As an industry leader, we realize our role in the community and look for ways that we can support the concerns of our employees and the needs of our customers. Our philosophy has always included a strong focus on customer service and cultivating partnerships that build strong relationships.

Our environmental philosophy is based on those same principles. We recognize our responsibility to reduce consumption of water, waste and energy. We are committed to reducing our impact on the environment and recognize the many components of doing so. Our strategy supports both our own corporate initiatives and those that support and advance the sustainability initiatives of our customers.

Reducing Our Consumption

Our internal commitment to sustainability is demonstrated by our success which includes a 77% increase in the purchase and use of our energy efficient fleet inventory including CNG, EV and hybrid vehicles. Our recycling program has made steady improvement over the years as we added the recycling of paper, glass, metal, plastic, batteries, cell phones, videos, DVDs, electronics, toner cartridges, and most building and office supplies.



We have teamed-up with our vendors to provide products that conserve energy, reduce waste and are comprised of more sustainable materials and chemicals without NPEs. Our recent office remodel included energy efficient appliances, lighting, and an HVAC system that ties into our BMS to control operation.

Our new fitness center and expanded kitchen area includes a television and appliances that provide employees with the comforts, convenience and space that help keep people on-site, reducing local road congestion and pollution. The remodel recycled 80% of the demo materials including the wiring, wood and carpeting.

Flagship embraces our responsibility to maintain a sustainable business model, as well as a commitment to the community, the environment and our customers.

Supporting Our Customers

At customer sites we adapt to the customer's specific programs and federal or state requirements. Each customer has their own programs and sustainable practices. We are ready to accommodate anything a customer requires. Our standard cleaning practices at any site include the use of supplies and equipment that reduce water and energy use, the use of polluting chemicals, and filter common pollutants.

Flagship's Standard Cleaning Practices

As standard practice, we use environmentally green cleaning products that are safer for the health of employees, customers and the environment. These products work as effectively as traditional products although some may require a different approach. To make the process easier for our staff and effective for our customers, we have adopted some specific techniques and train our people accordingly. Our standard process includes the following:

Safety. Although green products contain fewer toxins and harsh chemicals, we still require staff to wear personal protective equipment (PPE). This equipment depends on the type of cleaning but usually includes rubber gloves, closed toe rubber-soled shoes, dust masks, and sometimes long sleeves or safety goggles.

More time. On tougher stains, some products need to sit on the surface for at least 2 minutes. This breaks down the stain for easier removal but requires a bit more time.

Microfiber cloths instead of paper towels. These cloths minimize contact with cleaning products, create less waste and produce a cleaner surface. Microfiber cloths are 99% effective in removing bacteria when used with just water. We use a color-coding process so the same cloths are used in the same areas; for instance, cafe surfaces use one color cloth and restrooms another.

Minimized use of disinfectants. We avoid use of disinfectants except in certain areas or on specific surfaces including doorknobs, light switches and areas where food is handled.

When we do use them, we use hydrogen peroxide based solutions.

Proper vacuuming. Nearly 90% of carpet debris is dry and can be picked up through proper vacuuming. The remaining 10% can be cleaned with periodic spot treatment. Our teams are trained to increase ventilation by opening windows and doors before vacuuming



and to wear dust masks. To improve indoor air quality, we use High-Efficiency Particulate Air (HEPA) vacuums that meet the Carpet & Rug Institute's (CRI) Green Label Program. HEPA vacuums retain microscopic particles so they do not get back into the air. Our equipment includes ergonomically designed units like backpack or seated vacuums.

Our staff is trained to check, clean and replace filters regularly and replace vacuum bags when they are half full.

Standard Cleaning Practices - The Details

General Hard Floor Maintenance. Vacuum to remove and contain particulate matter from flooring surfaces, or alternatively, use mops equipped with re-usable/cleanable collection heads or equivalent. Hard floors will be cleaned on a predetermined schedule of frequency, and as needed, to restore them to a clean appearance. At a minimum, the schedule for cleaning will be:

- Daily: heavy traffic areas, including entrances, corridors, break areas, congested areas, main passageways, and primary work or office areas.
- Scheduled, as appropriate, to maintain cleanliness: light traffic areas including conference rooms, administrative offices, auditoriums, media centers, limited access areas, and other areas or spaces with limited or periodic use.

For periodic maintenance of hard floors:

- Provide reasonable notice to building management prior to the commencement of non-routine floor cleaning operations. The timing and method of the notice will be established in consultation with building management.
- Perform periodic maintenance only if sufficient floor finish exists on the floor surface to protect the underlying flooring from being degraded during the restoration process.
- When floor restoration chemicals are used, apply with mop-on or auto scrubber methods rather than spray application.
- Use burnishing or buffing equipment with controls or other devices sufficient for capturing and collecting particulates generated during the use of the equipment.

For restorative maintenance:

- Perform restoration on an as-needed basis to maintain the appearance and integrity of the floor finish, rather than on a predetermined schedule.
- Ventilate the area, to the outside if possible, both during and after stripping or floor



scrubbing and re-coat operations to ensure adequate ventilation.

- Schedule floor stripping and refinishing to coincide with a period of minimum occupancy.
- Provide reasonable notice to building management prior to the commencement of non-routine floor maintenance operations. The timing and method of the notice will be established by building management in consultation with the Cleaning Service Provider.

Hard Floors that Require Floor Finish. Flagship has modified the acts of stripping, scrubbing and waxing hard surface floors to minimize the required frequency of service, which ultimately mitigates the need for high quantities of floor solutions and additional labor. Our approach maximizes efficiency through timely scheduled surface buffing, scrubbing and wax reapplication and stripping and waxing services as well as the process utilized to complete the task (i.e. dust mopping replaced with backpack vacuuming). Sample processes and frequencies are provided below. Schedules would be revisited on an annual basis:

Daily

- Backpack vacuuming of all hard surface areas to remove loose debris prior to mopping (higher efficiency of time used).
- Wet mopping of all hard surface floor areas using a microfiber flat mop system with Green Seal 37 certified general purpose floor cleaner.

Weekly

- High speed buffing utilizing the leading technology in buffing equipment with a dust control attachment minimizing airborne particulate and also mitigating any need to vacuum or low dust after buffing.

Quarterly

- Scrub clean hard surface floor areas of all accumulated dirt particulate especially in traffic lanes and re-apply one, two or three coats of wax depending on the level of traffic for that specific area (i.e. high traffic = 3, standard traffic = 2, low traffic = 1). Green Seal 40 certified wax sealant product to be used in re-application process.

Every 24 Months

- Strip all hard surface floor areas of existing wax sealant and clean bare floor in preparation for new coats of wax sealant to be re-applied. Green Seal 40 certified wax sealant product and floor stripping product to be used in this two step process.



Hard Floors That Do Not Require Floor Finish

Daily

- Backpack vacuuming of all hard surface areas to remove loose debris prior to mopping (higher efficiency of time used).
- Damp mop all hard surface floor areas using a microfiber flat mop system with Green Seal 37 certified general purpose floor cleaner.

Quarterly

- Scrub clean hard surface floor areas of all accumulated dirt particulate

Restroom Floor Care System

Daily

- Wet mop restroom floor using microfiber flat mop and Green Seal 37 certified restroom cleaner.

Monthly

- Machine scrub all restroom tile and grout removing any buildup or discoloring in the grout. Base tiles are to be hand scrubbed to remove buildup and discoloring in the grout.



Carpet Maintenance. Carpets will be vacuumed with HEPA backpack vacuums or an upright HEPA vacuum on a predetermined schedule of frequency, and as needed, to restore them to a clean appearance. At a minimum, the schedule for vacuuming will be:

- Vacuum daily: heavy traffic areas, including entrances, corridors, break areas, congested areas, main passageways, and primary work or office areas.
- Weekly spot cleaning with green chemicals and machine
- Annual deep cleaning with green chemicals and machine
- Vacuum to maintain cleanliness: light traffic areas including conference rooms, administrative offices, auditoriums, media centers, limited access areas, and other areas or spaces with limited or periodic use.

Periodic light carpet cleaning is necessary to maintain carpeted floors. Restorative deep carpet cleaning operations are appropriate when light carpet cleaning is insufficient to clean carpeted areas in heavy use areas.



- Provide reasonable notice to building management prior to the commencement of non-routine carpet cleaning operations. The timing and method of the notice will be

established by building management in consultation with the Cleaning Service Provider.

- Perform carpet extraction on an as-needed basis rather than according to a regular schedule.
- Remove sufficient water from the carpet and provide sufficient airflow (e.g., use of blowers, increased outdoor air exchange) so that the carpet will dry in less than 12-hours when cleaning carpets or performing carpet extraction.
- Schedule carpet extraction to coincide with a period of minimum building occupancy.

Entryway and Matting Maintenance

- Empty trash cans and ash urns; clean as required
- Use general purpose cleaner, sprayed on wiper cloth to clean doors, door handles, and kick plates; use glass cleaner for windows
- Sweep exterior sidewalk and entryway daily
- Vacuum matting daily
- Sweep/vacuum and damp mop under matting weekly or as required
- Shampoo, extract or pressure wash matting monthly or as required



Disinfection

Perform disinfection in areas or on surfaces where pathogens can collect and breed, such as in restrooms or on door handles, bathroom faucets.

- Use disinfectants only where required.
- Perform disinfection using only EPA-registered disinfectants or EPA-registered disinfection devices.
- When using chemical disinfectants or cleaner/disinfectants, follow product label directions for preparation of disinfecting solutions (e.g., dilution rate), and the appropriate disinfecting and cleaning method for the area to be cleaned (e.g., dwell time and whether pre-cleaning is required).

Restroom Care. We use enzyme-based cleaners that are more effective without harsh chemicals. We only disinfect areas and surfaces where germs and bacteria can collect like doorknobs, handles and light switches. We use hydrogen peroxide based cleaners and green cleaning products instead of bleach based products. For clogs, we first use a hand plunger or an enzyme-based product, reserving harmful drain cleaning products if all else fails. Process includes:

- Daily clean and disinfect surfaces touched by hands (e.g., door knobs, light switches,

handles, etc.); clean and disinfect more frequently as traffic requires.

- Control and remove standing moisture from floor and bathroom surfaces in a timely manner.
- Use restroom cleaning equipment specifically for restroom cleaning only. Restroom cleaning equipment, except powered equipment, will not be used to clean any other areas of the building. Specific situations where it is more efficient and sanitary to clean otherwise are exempt, such as hospital patient rooms with restrooms.
- Pull bathroom trash liners daily at a minimum and disinfect the trash receptacle.
- Fill all drain traps on a regular basis.



Dining Areas and Break Rooms. Requirements for the cleaning of dining areas and break rooms will include the following:

- Clean and sanitize surfaces in food preparation and consumption areas on a daily basis or as required to protect human health.
- Daily clean and sanitize surfaces that hands touch (e.g., faucet handles, drinking fountains, cafeteria lines).
- Equip waste containers likely to collect food waste with a cover, and empty once per day or when full; clean and sanitize daily.

Trash Collection and Recycling

- Remove trash and replace liners only when they are soiled from wet trash, become broken, or as required; remove and dispose of trash before weekends and holidays.
- Dispose of trash in external, covered containers away from the immediate exterior of the building.
- In those situations where building management has implemented a recycling program, Cleaning Service Providers will play a supporting role by conducting the following activities:
 - Mark recycling stations clearly; stations will be accessible to building occupants.
 - Collect and remove from the building food-related recyclables (e.g., soda cans) prior to weekends and holidays.
 - Inspect and clean recycling areas daily, including collection containers. Collect soda and other beverage containers weekly or more frequently as required.

Work with building management to determine the following:

- Procedures for rinsing and separation of recyclables.



- Location and procedures for collecting recyclables.
- Periodic status of the recycling program including effectiveness and any problems regarding separation or collection of potential recyclable content.

Training in Green Cleaning Procedures

Custodial employees will receive quarterly training that will cover the following elements:

- Environmental and worker benefits of using green cleaning solutions and procedures
- The benefit of green building and green operations
- The use of cleaning solutions that comply with Green Seal, Environmental Choice, and/or California Code of Regulations maximum allowable VOC levels for the specific product category and the associated benefits.
- The use of cleaning procedures which reduce the need for cleaning solutions and the associated benefits
- The use of resource-efficient cleaning equipment and the associated benefits
- Strategies to enhance the safety of custodial staff, building occupants, and visitors, such as:
 - Wearing safety glasses/goggles and gloves when cleaning with chemicals.
 - Posting “Wet Floor” signs and/or “Closed for Cleaning” signs at all entrances.
 - Never pushing trash down with hands or feet.
- Cleaning procedures for water-efficient plumbing fixtures (i.e., waterless urinals)
- Cleaning procedures intended to ensure an energy-efficient approach to providing janitorial services (i.e., turning lights off and on, use of HVAC equipment, use of powered janitorial equipment)
- Procedures for cleaning front entryways, floor mats and grates to minimize the introduction of pollutant particulates into the building

Training Content

All cleaning personnel will be trained in:

- Proper handling of chemicals
- Proper use and maintenance of capital equipment
- proper cleaning procedures

In addition, purchasing officials will be trained in the selection of green cleaning materials.

Upon hiring, all cleaning personnel are required to undergo:

- Initial training on standard operating procedures,
- The proper sequencing of cleaning steps, and

- The proper use of personal protective equipment.

This training may occur before personnel are assigned to a facility or it may be conducted at the site, before beginning independent work.

As part of initial training, all personnel are to be given:

- Standard safety training including
- Focusing on reducing and preventing ergonomic injuries
- Exposure to hazardous materials
- Site-specific training such as providing specific job-site training focusing on standards for the facility to which they will be assigned.

Site-specific training will cover:

- Facility specific cleaning plan
- Tailored procedural training (e.g., servicing areas for vulnerable populations) based on the Building-specific Sustainable Cleaning Program
- Hazardous communication standards

Examples of our Employee Training Matrix and Safety Checklist are shown below.

FlagShip™ Employee Training Matrix		New Employee Orientation	Restroom Cleaning	Ride-On Carpet Extractor	HAZCOM	Office Cleaning	Slow Speed Scrubber	BBP Certification	Proper Vacuuming	Burnisher Operation	New Employee Safety Orientation	Proper Dusting	Wet/Dry Vacuum Operation
Employee Name	Position												

FlagShip™ Employee Safety Checklist - Safety and Health Program		
Employee Name: _____	Date: _____	
Supervisor: _____	Title: _____	
Location: _____		
Training Title	Initial training	Refresher Training
My right to ask questions, or report any safety hazards, either directly or anonymously without any fear of retaliation.		
The location of FlagShip's safety bulletin and required safety posters (i.e., summary of occupational injuries and illnesses, and Safety and Health Protection Poster).		
Reporting safety concerns.		
Accessing the department safety committee.		
Incident Reporting and Reporting Occupational Injuries and Illnesses.		
Hazard Communication		
The potential occupational hazards in the work area associated with my job assignment.		
The safe work practices and personal protective equipment required for my job title.		
The location and availability of MSDS's.		
The hazard(s) of any chemical(s) to which I may be exposed, and my right to the information contained on material safety data sheets (MSDS's) for these chemical(s).		
Hazardous Material spill response		
Blood borne Pathogen Response		
Personal protective equipment		
Employee Safety Manual		
Emergency Procedures		
I understand the above items and agree to comply with safe work practices in my work area.		
Employee signature: _____		Date: _____
I have trained the above employee in the categories indicated on this form.		
Supervisor: _____		Date: _____

3.3 Packaging and Product Requirements

- 3.3.1 Products should be provided in reusable, refillable, and/or recyclable containers to minimize waste generation and disposal.
- 3.3.2 Product containers should be comprised of the highest post-consumer recycled content possible that is cost-effective.
- 3.3.3 Product should be available in concentrated form (less than 20% water by weight).
- 3.3.4 The Contractor remains the owner of all the chemical products it specifies, procures, uses, and stores at the work site. Upon the completion of service or termination for any reason, the Contractor must remove and take possession of all remaining stock of chemicals including partial packages.
- 3.3.5 Products and services with the following characteristics are discouraged from procurement under this contract due to the negative impact their continued broad use may have on worker and public health:
 - a. Combination cleaner-disinfectants;
 - b. Products which liberate ammonia (CAS 7664-41-7);
 - c. Products containing 2-butoxyethanol or 2-butoxyethanol acetate (CAS 111-76-2 and CAS 112-07-2);
 - d. Products containing ethanolamine (CAS 141-43-5);
 - e. Products containing phosphates or phosphates in excess of 0.5% phosphorous by weight;
 - f. Products which at their least dilute working strength have a pH of less than 2.0 or greater or than 12.5;
 - g. Products containing more than 20% VOCs by weight; and
 - h. Products meeting the definition of a RCRA Hazardous in their least dilute working strength.
- 3.3.6 The following products are prohibited for use at DEN under this contract:
 - a. Products containing persistent bio-accumulative toxic compounds;
 - b. Aerosol products;
 - c. Products containing asbestos;
 - d. Products containing known carcinogens, mutagens, and teratogens;
 - e. Products containing more than 0.1% of: alkylphenol ethoxylates, paradichlorobenzene, 1,4-dioxane, nitrilotriacetic acid, or sodium ethylenediamine tetra acetic acid;
 - f. Halogenated compounds with an Ozone Depletion Potential of greater than 0.01;
 - g. Products with a flashpoint of less than 100°F;
 - h. Products which have a high risk of causing spontaneous combustion;
 - i. Products which are strong chemical oxidizers;
 - j. Products containing chemical compounds deemed by the Denver Department of Environmental Health to present an undue risk to human health or the environment in their use or disposal; and
 - k. Products listed in Table 1.

Table 1: Prohibited Chemicals and Compounds			
	Chemical Name	CAS Number	Comments
1	Arsenic	7440-38-2	
2	Arsenic, compounds of	various	
3	Barium, compounds of	various	not including alloys
4	Cadmium, compounds of	various	not including alloys

Table 1: Prohibited Chemicals and Compounds			
	Chemical Name	CAS Number	Comments
5	Carbon tetrachloride	56-23-5	
6	Chlorobenzene	108-90-7	
7	Chloroform	67-66-3	
8	Chromium, compounds of	various	not including alloys
9	1,2-Dichlorobenzene	95-50-1	
10	1,4-Dichlorobenzene	106-46-7	
11	1,2-Dichloroethane	107-06-2	
12	1,1-Dichloroethylene	75-35-4	
13	Hexachlorobenzene	118-74-11	
14	Hexachloroethane	67-72-1	
15	Hydrofluoric Acid	7664-39-3	
16	Lead, compounds of	various	not including alloys
17	Mercury, elemental	7439-97-6	not including amalgams
18	Mercury, compounds of	various	
19	Methylene chloride	75-09-2	
20	Nitrobenzene	98-95-3	
21	Pentachlorophenol	87-86-5	
22	Selenium, compounds of	various	
23	Silver, compounds of	various	not including alloys
24	Tetrachloroethylene	127-18-4	
25	1,1,1-Trichloroethane	71-55-6	
26	1,1,2-Trichloroethane	79-00-5	
27	Trichloroethylene	79-01-6	
28	2,4,5-Trichlorophenol	95-95-4	
29	2,4,6-Trichlorophenol	88-06-2	
30	Vinyl chloride	75-01-4	

- 3.3.7 The Contractor must submit documentation, within 30 days of contract notice to proceed, that all procured products and services do not contain any of the prohibited items listed above.
- 3.3.8 All chemical containers shall retain the original label that must define the instructions for use of the chemicals and any pertinent warnings and safety instructions. All chemicals used must have the manufacturer's quality control batch numbers included on cases or containers.
- 3.3.9 Chemical solutions may be issued to janitorial workers in clearly labeled secondary

containers. These containers shall be labeled with the container contents such as "Germicide Detergent." The PA may require additional secondary container label criteria during the term of this contract.

3.4 Recycling and Composting Support

- 3.4.1 DEN has established waste diversion goals in order to minimize the amount of trash that the airport sends to the landfill. Recycling and composting are critical components of our waste diversion efforts, but the success of the program depends greatly upon the Contractor's support.
- 3.4.2 All janitorial support staff must be trained on and comply with the DEN Recycling and Composting Program. DEN Environmental will provide training for Contractor supervisors and managers upon request.
- 3.4.3 The Contractor is responsible for the collection of recycling and compostable organic material in the City employee break rooms, Airport Office Building ("AOB") and public restrooms, terminal and concourses. DEN may add recycling and compost collection locations to this list through the term of the contract at no charge to DEN. Plastic bags, disposable gloves, and other contaminants are not allowed in recycling or compost containers. The Contractor will empty the contents of recycling bags into the appropriate containers and then throw the plastic bags into the trash containers. Compostable bags may be thrown directly into compost containers. The Contractor will be responsible for the purchase of the following bags for the three primary waste streams:
1. Small Clear plastic bags for trash;
 2. Blue plastic bags for recycle; and
 3. Light green or green compostable bags for compost (must be certified "Compostable in Industrial Facilities" by BPI, Biodegradable Products Institute).
- 3.4.4 Compost staging areas- DEN will designate specific areas for concessionaires to dispose of their compost. The Contractor shall be responsible for moving the compost from these staging areas to designated compost pick-up areas on the loading dock, or ramp levels. Although the frequency of service to these locations may vary, the compost totes should be moved to the pick-up area at least daily.
- 3.4.5 DEN will recycle or donate partial rolls of toilet paper. The Contractor shall be responsible for transporting partial rolls of toilet paper collected throughout the concourses and terminal to designated locations at the AOB loading dock. Only rolls with one quarter of an inch remaining shall be removed from restrooms.
- 3.4.6 The Contractor shall be responsible for transporting empty abandoned luggage from the Main Terminal to the AOB loading dock staging area.
- 3.4.7 DEN recycles plastic film (shrink wrap) on the loading dock and concourses. The Contractor shall be responsible for transporting plastic film from receptacles on the

loading dock and concourses to the Joint-use Cargo plastic film compactor. The Contractor will only be responsible for placing material into the plastic film compactor. Upon request from DEN, the Contractor shall provide trash, recycling, and composting containers/bins for special events.

3.4.8 The Contractor will be responsible for placement and servicing of trash, recycling, and compost containers in the City Conference Room, City Press Room and for special events as defined by DEN.

3.4.9 DEN Environmental with the PA and the Contractor will continually evaluate and discuss ideas, in weekly meetings, on how to improve the recycling and composting programs at DEN.

3.5 Waste Disposal

3.5.1 The Contractor shall obtain appropriate disposal transport containers and will be solely responsible for the coordination of all disposal activities. The number, size, location, replacement, etc. of transport containers may be determined by the Contractor as long as there is a timely and appropriate disposal of waste and recycled material.

3.5.2 Contractor personnel should avoid the use public elevators for the transportation of large transport containers. These types of containers shall only be transported in designated freight elevators.

3.5.3 The Contractor will be responsible for all costs associated with the disposal of all wastes generated at DEN as a result of the Contractor's environmental noncompliant activities.

3.5.4 No materials will be allowed to enter Denver's storm water sewer system.

3.5.5 Only those products suitable for discharge via the sanitary system will be considered allowable discharges. All sanitary sewer discharges must comply with the Denver Revised Municipal Code Section 56-102, Part 180 of the Denver Municipal Airport System Rules and Regulations, Metro Wastewater Rules and Regulations, along with any other applicable federal, state, or local regulations.

3.5.6 The disposal of any hazardous wastes on City property is prohibited. All hazardous waste must be disposed off-site at an appropriately permitted facility. It shall be the Contractor's responsibility to determine any associated or potential cost of for hazardous waste disposal compliance.

3.5.7 Solid wastes that exhibit no hazardous characteristics or no contamination by regulated substances may be disposed responsibly in available on-site City trash receptacles or dumpsters.

3.5.8 The Contractor must monitor the status of all recycling and trash receptacles in the terminal and concourses to ensure that the areas are meeting good housekeeping standards. Trash and cardboard rooms are to be free from debris. Trash, obstacles and all materials must be in the appropriate containers.

- 3.5.9 The Contractor shall notify DEN's Maintenance Control Center, and the Contract Compliance Group of any observed issues with recycling and trash receptacle such as non-functional equipment or leakage. When calling DEN's Maintenance Control to report a defective compactor, the Contractor will give the name of calling employee, date, time, location (nearest gate #), nature of the problem and efforts made to correct the problems. The Contractor shall notify the Contract Compliance Group of their observations. The Contractor shall also assist the Contract Compliance Group in identifying responsible parties (company name, personnel name, description, etc.) for non-compliance with the proper handling and disposal of wastes at DEN.
- 3.5.10 The Contractor will not be held responsible for removing from compactor or compactor chutes large sized items or electronic waste, i.e. couches, desks, file cabinets, batteries, computers, computer monitors, etc. Contractor shall report issues with large size items and "E-waste" immediately to on shift CCG personnel or directly to the MCC.
- 3.5.11 The following is a list of recycling and trash compactors locations is subject to change throughout the term of the contract:

Trash Services	Equipment Type	Quantity
Gate A-34	27 yd SC compactor	1
Gate A-41	27 yd SC compactor	1
Gate A-46	27 yd SC compactor	1
Gate B-24	27 yd SC compactor	1
Gate B-30	27 yd SC compactor	1
Gate B-36	27 yd SC compactor	1
Gate B-39	27 yd SC compactor	1
Gate B-44	27 yd SC compactor	1
Gate B-52	27 yd SC compactor	1
Gate B-81	27 yd SC compactor	1
Gate C-31	25 yd gable top	1
Gate C-32	27 yd SC compactor	1
Gate C-38	27 yd SC compactor	1
Gate C-46	27 yd SC compactor	1
Gate C-48 end north (Southwest)	34 yd SC Compactor	2
Gate C-48 end south (Southwest)	34 yd SC Compactor	2
AOB loading dock	34 yd SC compactor	1
Airside Equipment Maintenance Ctr	30 yd RO	1
Airside Equipment Maintenance Ctr	30 yd RO	1

Trash Services	Equipment Type	Quantity
Airside Equipment Maintenance Ctr	20 yd RO	1
Airside Equipment Maintenance Ctr	8 yd FEL	1
Facility Maintenance Carpenter Shop	8 yd FEL	1
Incinerator	2 yd FEL	3
East Economy Parking Lot	20 yd RO	1
West Economy Parking Lot	20 yd RO	1
Gate B-15 ramp (United Airlines)	25 yd gable top	1
Gate B-16 ramp (United Airlines)	25 yd gable top	1
21998 E 88th Gate #2 (concrete ramp)	20 yd RO	1
21998 E 88th Sand shed	30 yd RO	1
Oil and Gas	4 yd FEL	1
ARFF #2 (airside)	6 yd FEL	1
ARFF #1 (airside)	8 yd FEL	1
ARFF #3 (airside)	8 yd FEL	1
ARFF #4 (airside)	8 yd FEL	1
Ground Transportation Center	6 yd FEL	4
AGTS Bombardier Train Maintenance	8 yd FEL	1
AGTS Bombardier Train Maintenance	30 yd RO temporary	1
Airside Employee Security Turnstile	8 yd FEL	1
ARFF Training Center	4 yd FEL	1
East Electrical Vault	8 yd FEL	1
Whiskey Charlie Electrical Vault	8 yd FEL	1
USDA Office	6 yd FEL	1
HSS Security Trailer	2 yd FEL	1
Electrical Department	4 yd FEL	1
Construction Support/Engineering	6 yd FEL	1
Police/TSA K-9 Kennel	3 yd FEL	1
South Data Center	2 yd FEL	1
Joint Use Air Cargo (landside)	8 yd FEL	1
World Port	6 yd FEL	1

Recycling Services	Type	Quantity
Gate A-32 ramp	8 yd FEL	1
Gate A-38	27 yd SC compactor	1
Gate A-41 ramp	8 yd FEL	1
Gate A-46 ramp	8 yd FEL	1
Gate B-15 ramp	8 yd FEL	1
Gate B-24	34 yd SC compactor	1
Gate B-36	30 yd SC compactor	1
Gate B-39	27 yd SC compactor	1
Gate B-52	34 yd SC compactor	1
Gate B-62 ramp	8 yd FEL	1
Gate C-31 ramp	8 yd FEL	1
Gate C-38 ramp	8 yd FEL	1
Gate C-39 ramp	8 yd FEL	1
Gate C-46 ramp	8 yd FEL	1
Gate C-41	27 yd SC compactor	1
Gate C-48 end (Southwest)	27 yd SC compactor	1
AOB loading dock	34 yd SC compactor	1
AOB loading dock compost	68 gal toter	40
Gate B-36 ramp compost	68 gal toter	5
Gate B-36 ramp compost	68 gal toter	15
Gate B-39 ramp compost	68 gal toter	5
Gate B-39 ramp compost	68 gal toter	15
Gate C-32 ramp compost	68 gal toter	10
Gate C-41 ramp compost	68 gal toter	30
Construction Support/Engineering	8 yd FEL	1
Joint Use Air Cargo (airside)	8 yd FEL	1
Joint Use Air Cargo wood recycling	40 yd RO	2
Bale pickup service	Plastic film bales	n/a
Airside Equipment Maintenance Ctr	8 yd FEL	2
Landside Equipment Maintenance Ctr	30 yd RO	1
East Economy Parking Lot	8 yd FEL	1
Airside Employee Security Turnstile	8 yd FEL	1
Worldport	8 yd FEL	1

Recycling Services	Type	Quantity
ARFF #1 (Airside)	8 yd FEL	1
ARFF #3 (Airside)	8 yd FEL	1
South Data Center	2 yd FEL	1

3.6 Safety Data Sheets (SDS)

- 3.6.1 The Contractor shall provide copies of SDSs for all chemicals to be used in its activities. These sheets must be provided to the PA for approval prior to their use. This obligation is for the term of this contract.
- 3.6.2 If the Contractor wishes to use new product formulations at DEN, the Contractor must provide a new SDS sheet to the PA. The Contractor shall not bring any new formulations on site prior to approval by the PA.
- 3.6.3 This is the minimum level of required documentation. DEN reserves the right to request additional information to assess the risk associated with any chemicals used by the Contractor. Any additional information must be provided to the PA upon request.

3.7 Emergency Planning and Community Right-to-Know Act (EPCRA)

- 3.7.1 The Contractor must comply with the applicable sections of the EPCRA. These include:
- Section 302—Extremely hazardous substances in quantities greater than the thresholding planning quantities must be reported to the Colorado Emergency Response Commission (CERC);
 - Section 304—Notification of reportable releases must be made to the CERC, Denver’s Local Emergency Planning Commission (LEPC), and the Denver Fire Department (DFD);
 - Section 311—The Contractor shall submit copies of all SDS or a list of its hazardous chemicals to the CERC, LEPC, and the DFD; and
 - Section 312—The Contractor must submit an emergency and hazardous chemical inventory form to the CERC, LEPC, and the DFD for the same chemicals covered under Section 311.
- 3.7.2 The Contractor must also complete the DFD’s Hazardous Materials Inventory System (HMIS) forms for chemicals stored at DEN.

SECTION 4: STAFFING

4.1 Staffing Requirements

- 4.1.1 All employees shall be exclusive to this contract and shall not concurrently work or have job duties outside of those required by this contract.

- 4.1.2 The minimum total staffing number under this contract shall not be less than **the Contractors detailed plan to maintain the cleanliness of Denver International at a world-class level, (24) hours per day, (7) days per week, (365) days per year**. Each full-time employee will be available on-shift for 2,080 hours annual coverage. These full-time employees shall include all custodial, administrative, and operations personnel.
- 4.1.3 The Contractor must also meet a daily staffing requirement based on the Contractor detailed staffing plan. Employees who do not work the full shift shall only partially count towards the daily staffing requirement. For example, if a custodian works only 4 of an 8-hour shift, then he or she will only count as .5 towards the total. The Contractor must provide coverage for the entire shift. Employees working a snow schedule shall not count towards the daily staffing requirement.
- 4.1.4 Failure to provide minimum daily staffing as committed in the staffing plan shall result in a \$500 deduction per shift per day, off the contracted monthly invoice total.
- 4.1.5 The daily staffing requirement shall include Custodians, Supervisors, and Operations Managers. In addition to the daily staffing for custodial work, the Contractor shall employ additional administrative personnel that shall be on a full time, on site basis unless otherwise approved in writing by the Program Administrator.
- 4.1.6 The Operations Managers shall make sufficient daily inspections to ensure the work is performed as specified. Managers will be expected to vary working hours from time to time in order to observe, become familiar with and adequately supervise all shifts of the 24-hour, 7 day per week, 365 days operation. All Manager(s) shall be responsible for administering this contract, and/or specific aspect(s) associated with this contract daily, during various shifts. The contractor shall also provide full-time, on-site Assistant Project Manager(s) that are trained, qualified, and acceptable to the Program Administrator, exclusively for this contract, responsible for administering the repair and maintenance of vehicles, equipment, dispensers, tools, and other functions associated with this contract; oversee the environmental program; manage disciplinary and security programs; coordinate and administer the training of employees on all shifts; assure quality control; and see to the selected Proposer's on-site financial and record keeping procedures. Manager(s) must have the authority to take immediate remedial or corrective action when the DEN's cleanliness standards are not met.

4.2 Staffing Plan

- 4.2.1 The Contractor will provide a detailed staffing plan for each area as outlined in this Section, to include all subcontractors.

(See following pages for Staffing Plan)

Staffing Plan

Year 1 381 FTE's

CUSTODIAL PERSONNEL MAIN TERMINAL:	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
Level 6 East Ticket (including all public areas/entrances)	1.00	1.00	1.00	0.75	3.75
Level 6 East Ticket Men's Restrooms (3)	1.20	1.20	0.40	0.10	2.90
Level 6 East Ticket Women's Restrooms (3)	1.20	1.20	0.40	0.10	2.90
Level 6 East Ticket Family Restroom (1)	0.25	0.25	0.10	0.05	0.65
Level 6 West (including all public areas/entrances)	1.00	1.00	1.00	0.75	3.75
Level 6 West Ticket Men's Restrooms (3)	1.20	1.20	0.40	0.11	2.91
Level 6 West Ticket Women's Restrooms (3)	1.20	1.20	0.40	0.12	2.92
Level 6 West Nursing Room (1)	0.05	0.05	0.10	0.05	0.25
Level 6 East Sidewalks	0.10	0.10	0.15	0.05	0.40
Level 6 West Sidewalks	0.10	0.10	0.15	0.05	0.40
Level 6 N.,E. and W. Walkway/Mezzanine areas above Great Hall	0.15	0.15	0.25	0.25	0.80
Level 6 West- Conference Room, Pressroom, Ground Trans. Office, Denver Commerce Hub, Workforce office and other city offices	0.10	0.10	0.10	0.05	0.35
Level 6 East- Environmental Offices, Police Offices, Chapel, & other City Offices	0.10	0.10	0.10	0.10	0.40
Level 6 East & Westside – Common Area Hallways/floors behind Food court areas	0.10	0.10	0.10	0.05	0.35
A-Security Checkpoint Area	0.20	0.20	0.50	0.30	1.20
Level 5 East Baggage (includes all public areas/entrances and behind all odd size staging platform)	0.30	0.30	0.50	0.75	1.85
Level 5 West Baggage (includes all public areas/entrances and behind all odd size staging platform)	0.30	0.30	0.50	0.75	1.85
Level 5 Great Hall (includes center atrium, N. and S. Security, corridors around perimeter of above N. and S. Security areas, Art Gallery, and offices)	1.10	1.10	1.00	1.10	4.30
CUSTODIAL PERSONNEL MAIN TERMINAL:	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
Great Hall Men's Restrooms (2)	0.80	0.80	0.25	0.10	1.95
Great Hall Women's Restrooms (2)	0.80	0.80	0.25	0.10	1.95
Level 5 East Men's Restroom (2) One on N. End and One on S. End	0.65	0.65	0.25	0.10	1.65

Level 5 West Men's Restroom (2) One on N. End and One on S. End	0.65	0.65	0.25	0.10	1.65
Level 5 East Women's Restrooms (2) One on N. End and One on S. End	0.65	0.65	0.25	0.10	1.65
Level 5 West Women's Restroom (2) One on N. End and One on S. End	0.65	0.65	0.25	0.10	1.65
Train Levels (East and West) includes arrival platforms and center departure platform, East and West emergency stairs	0.20	0.20	0.65	0.50	1.55
Customs (Includes, offices, Restrooms, Elevators, Escalators, Stairs)	0.15	0.15	1.75	1.00	3.05
Level 5 East Sidewalks and Islands	0.20	0.20	0.15	0.10	0.65
Level 5 West Sidewalks and Islands	0.20	0.20	0.15	0.10	0.65
Level 4 East Entrances, Elevator Lobbies, Escalator Landings	0.25	0.25	0.35	0.10	0.95
Level 4 West Entrances, Elevator Lobbies, Escalator Landings	0.25	0.25	0.35	0.10	0.95
Level 4 East Sidewalks	0.10	0.10	0.13	0.10	0.43
Level 4 West Sidewalks	0.10	0.10	0.13	0.10	0.43
Level 3 East Sidewalks	0.10	0.10	0.13	0.10	0.43
Level 3 West Sidewalks	0.10	0.10	0.13	0.10	0.43
Level 2 East Sidewalks	0.10	0.10	0.13	0.10	0.43
Level 2 West Sidewalks	0.10	0.10	0.13	0.10	0.43
CUSTODIAL PERSONNEL MAIN TERMINAL:	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
Level 3 East Entrances and Elevator Lobbies	0.10	0.10	0.20	0.15	0.55
Level 3 West Entrances and Elevator Lobbies	0.10	0.10	0.20	0.15	0.55
Level 3 East & West Restrooms (6) and Locker room/Restrooms (2)	0.35	0.35	0.80	0.20	1.70
Level 2 East Entrances and Elevator Lobbies	0.15	0.15	0.20	0.15	0.65
Level 2 West Entrances and Elevator Lobbies	0.15	0.15	0.20	0.15	0.65
Level 1 West- 110/112 Hallway	0.05	0.05	0.05	0.02	0.17
Level 1 East- City Offices and Restrooms (2)	0.10	0.10	0.15	0.10	0.45
Main Terminal Escalators (40)	0.20	0.20	0.30	0.20	0.90
Main Terminal Elevators (55)	0.25	0.25	0.55	0.25	1.30



Main Terminal Stairwells (30)	0.05	0.05	0.25	0.15	0.50
West Parking Deck Elevators (3) and Lobbies (level 1-5)	0.20	0.20	0.10	0.10	0.60
East Parking Deck Elevators (3) and Lobbies (level 1-5)	0.20	0.20	0.10	0.10	0.60
A.O.B. Offices, Conference Rooms, Break Rooms, Elevators, Hallways, Lobbies, Reception Areas, Stairwells (floors 6-10)	1.00		0.05	0.15	1.20
A.O.B. Women's Restrooms (6)	0.40		0.05	0.05	0.50
A.O.B. Men's Restrooms (6)	0.40		0.05	0.05	0.50
City Offices, Hallways, Restrooms, Fitness Center – Level 4 of AOB	0.20	0.25	0.10	0.10	0.65
A.O.B. Loading Dock	0.05	0.05	0.05	0.05	0.20
A.O.B Entry Areas/Elevator Lobbies on Parking Levels 5A and 5B	0.10	0.10	0.05	0.05	0.30
Recycling	1.00	1.00	0.40	0.00	2.40
Trash	1.00	1.00	0.40	0.00	2.40
CUSTODIAL PERSONNEL MAIN TERMINAL:	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
Sidewalks/Trash Receptacles just outside/adjacent to Terminal, Shuttle Bus Islands	0.25	0.25	0.20		0.70
Main Terminal Daily Employee TOTAL	22.00	20.25	17.25	10.75	70.25
SUPERVISORY PERSONNEL					
Supervisors	1.00	1.00	1.00		3.00
Main Terminal Daily Employee Total					73.25

CUSTODIAL PERSONNEL - OUTSIDE BUILDINGS	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
Trailers	0.25			0.00	0.25
Comfort Stations (2) "as needed"	0.10			0.00	0.10
HVAC Offices/Building	0.30			0.00	0.30
Snow Trailer (3) "as needed"	0.13			0.00	0.13
Glycol Building	0.10			0.00	0.10
Fire Stations "as needed"	0.10			0.00	0.10



Outside Buildings Daily Employee Total	0.98	0.00	0.00	0.00	0.98
SUPERVISORY PERSONNEL					
Supervisors					
Outside Buildings Daily Employee Total					0.980

CUSTODIAL PERSONNEL - HOTEL AND TRANSIT CENTER	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
Outdoor Plaza (Levels 1 and 5)	0.03	0.03	0.00	0.04	0.10
West Elevator Lobby (Levels 1 and 5)	0.05	0.05	0.00	0.04	0.14
Men's Restroom (1)	0.07	0.07	0.04	0.05	0.23
Women's Restroom (1)	0.07	0.07	0.04	0.05	0.23
Family Restroom (1)	0.03	0.03	0.02	0.02	0.10
Hotel and Transit Center Daily Custodial Employee Total	0.25	0.25	0.10	0.20	0.80
SUPERVISORY PERSONNEL					
Supervisors					
HOTEL AND TRANSIT CENTER Daily Employee Total					0.80

CUSTODIAL PERSONNEL CONCOURSE A	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
Bridge from A-Security Check Point Area to A Concourse	0.20	0.20	0.10	0.50	1.00
2 West Concourse (including. West sub-core and mezz.)	0.35	0.35	0.30	1.25	2.25
Jetways 2 West	0.10	0.10	0.05	0.25	0.50
Jetways 1 West	0.10	0.10	0.05	0.25	0.50
1 West Concourse/ Gate Areas	0.40	0.40	0.30	0.50	1.60
2 West Concourse/ Gate Areas	0.40	0.40	0.30	0.50	1.60
City offices including RR's (1) men's and (1) women's on the 4th Floor of West Sub-core	0.15	0.15	0.00	0.05	0.35
City offices on Mezz level of West	0.10	0.10	0.00	0.05	0.25

Restrooms and Break Room in Basement (under West Sub-core, 2 women's and 2 men's)	0.10	0.10	0.10	0.10	0.40
Center Core Concourse and Train Level (including (1) pet relief area Center Core Concourse)	0.10	0.10	0.15	0.20	0.55
Center Core Mezzanine (including Ramps to "A- Security Bridge")	0.10	0.10	0.10	0.20	0.50
City offices including RR's (1) men's (1) women's on Concourse level of Center Core (accessed via Mezz level)	0.15	0.15	0.00	0.05	0.35
TSA offices/Qwest offices - Center Core Mezz	0.15	0.15	0.00	0.05	0.35
TSA offices, City offices, break rooms, hallway, restrooms (3) Men's and (3) Women's on Ramp level under Center-Core	0.20	0.20	0.00	0.05	0.45
Restrooms (2) men's and (1) women's and Break Room on 9th Floor of Center Core	0.20	0.20	0.00	0.05	0.45
City offices including Restrooms (1) men's and (1) women's on 4th Floor of Center Core	0.15	0.15	0.00	0.05	0.35
2 East Concourse and Commuter Gates (including East sub-core and mezzanine)	0.90	0.90	0.50	1.25	3.55
Commuter Gates East, North extensions A71-A87	0.75	0.75	0.35	0.90	2.75
Jetways 1 East	0.10	0.10	0.05	0.25	0.50
Jetways 2 East	0.10	0.10	0.05	0.25	0.50
1 East Concourse/Gate Areas	0.50	0.50	0.50	1.65	3.15
Access Services offices and restrooms on 4th Floor (above East Sub-core)	0.25	0.25	0.05	0.05	0.60
CUSTODIAL PERSONNEL CONCOURSE A	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
Restrooms in Basement (1) men's and (1) women's (under East Sub-core)	0.10	0.10	0.05	0.05	0.30
Men's Restrooms in Sub-cores and Center Core - Concourse level (4 Large)	1.60	1.60	0.40	0.20	3.80
Men's Restrooms in Sub-cores and Center Core – Mezzanine level (6) General Public	1.30	1.30	0.50	0.15	3.25
Women's Restrooms in Sub- cores and Center Core- Concourse level (4 Large) plus (4) Family Restrooms	2.35	2.35	0.60	0.35	5.65
Women's Restrooms in Sub- cores and Center Core – Mezzanine level 6 General	1.20	1.20	0.50	0.15	3.05
Men's Restrooms in East side. Commuter Gates (3)	1.20	1.20	0.25	0.15	2.80
Women's Restrooms in East side. Commuter Gates (3)	1.20	1.20	0.25	0.15	2.80
Nursing Room (1) Center Core Concourse level	0.05	0.05	0.05	0.05	0.20
Ramp level below Center Core (includes hallways/restrooms (5)	0.05	0.05	0.05	0.10	0.25
USO/Common Area hallway and Restrooms (shared by Airlines/City (1) men's and (1) women's	0.10	0.10	0.05	0.05	0.30

Triturator Rooms (2)- Sink, Trash & Restock (under Gate A32 & A48 ramp level)	0.05	0.05	0.05	0.05	0.20
Stairwells (33)	0.05	0.05	0.10	0.10	0.30
Escalators (18)	0.05	0.05	0.20	0.25	0.55
Elevators (13)	0.05	0.05	0.10	0.20	0.40
Trash	1.50	1.50	0.40	0.25	3.65
Recycling	0.50	0.50	0.00	0.15	1.15
Ramp Level trash/recycling compactor rooms (Cleaning and maintenance)	0.10	0.10	0.00	0.15	0.35
Concourse A Daily Employee TOTAL	17.00	17.00	6.50	11.00	51.50
SUPERVISORY PERSONNEL					
Supervisors	2.00	2.00	2.00		6.00
Concourse A: Daily Employee Overall Total					57.50

CUSTODIAL PERSONNEL CONCOURSE B	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
RJ Facility/Gates - East end of B-Con (over Bridge to RJ Gates)	0.50	0.50	0.75	0.50	2.25
3 East Jetways	0.05	0.05	0.10	0.10	0.30
3 East Concourse / Gate Areas/ Subcore / Mezzanine	0.75	0.75	1.00	0.65	3.15
2 East Jetways	0.10	0.10	0.25	0.10	0.55
2 East Concourse / Gate Areas/Subcore / Mezzanine	0.75	0.75	1.00	0.70	3.20
1 East Jetways	0.10	0.10	0.25	0.10	0.55
1 East Concourse / Gate Area/Subcore / Mezzanine	0.50	0.50	1.00	0.65	2.65
Center Core Mezzanine	0.20	0.20	0.25	0.75	1.40
Center Core Concourse Level	0.50	0.50	0.60	1.25	2.85
Central Core Train Level and Escalator Landings	0.50	0.50	0.50	0.25	1.75
Ramp level below Center Core (includes hallways/restrooms (1) men's and (1) women's)	0.10	0.10	0.10	0.05	0.35
1 West Jetways	0.10	0.10	0.05	0.10	0.35

1 West Concourse / Gate Areas/Subcore / Mezzanine	0.75	0.75	0.50	1.00	3.00
2 West Jetways	0.10	0.10	0.05	0.10	0.35
2 West Concourse /Gate Areas/ Subcore / Mezzanine	0.25	0.25	0.50	1.00	2.00
3 West Jetways	0.10	0.10	0.05	0.10	0.35
3 West Concourse /Gate Areas/ Subcore / Mezzanine	0.25	0.25	0.50	1.00	2.00
4 West Jetways	0.10	0.10	0.05	0.10	0.35
4 West Jetways/ Gate Areas/ Subcore / Mezzanine	0.25	0.25	0.50	1.00	2.00
4 West Outdoor/Common Area	0.10	0.10	0.10	0.10	0.40
Men's Restrooms Center Core (4) and mezzanine plus Unisex/Assist restrooms (4)	2.50	2.50	0.75	0.50	6.25
Women's Restroom Center Core (4) and Mezzanine (2) plus Unisex/Assist restrooms (4)	2.50	2.50	1.00	0.50	6.50
Men's Restrooms East Side (3 large)	1.20	1.20	0.40	0.50	3.30
CUSTODIAL PERSONNEL CONCOURSE B	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
Women's Restrooms East Side (3 large) plus Unisex/Assist restrooms (2)	1.70	1.70	0.60	0.25	4.25
Men's Restrooms West Side (4) large	1.60	1.60	0.50	0.25	3.95
Women's Restrooms West Side (4 large) plus Unisex/Assist restrooms (4)	2.50	2.50	0.65	0.30	5.95
Nursing Room West Side (1)	0.15	0.15	0.10	0.02	0.42
Nursing Room Center Core (1)	0.15	0.15	0.10	0.02	0.42
Pet Relief Areas (Center Core) (1) and West (1) Side)	0.10	0.10	0.05	0.01	0.26
Men's Restroom – RJ Facility/Gates (1)	0.50	0.50	0.20	0.10	1.30
Women's Restroom – RJ Facility/Gates (1)	0.50	0.50	0.20	0.10	1.30
Triturator Rooms (2)- Sink, Trash & Restock (under Gate B28 & B46 ramp level)	0.10	0.10	0.05	0.00	0.25
Trash	2.00	2.00	1.00	0.00	5.00
Escalators (30)	0.10	0.10	0.60	0.30	1.10
Elevators (23)	0.10	0.10	0.35	0.30	0.85
Power walks (22)	0.10	0.10	0.40	0.10	0.70

Stairwells to ramp level (60)	0.10	0.10	0.10	0.10	0.40
Recycle	1.00	1.00	0.25	0.00	2.25
Ramp Level trash/recycling compactor rooms (Cleaning and maintenance)	0.05	0.05	0.10	0.05	0.25
Concourse B Daily Employee TOTAL	23.00	23.00	15.50	13.00	74.50
SUPERVISORY PERSONNEL					
Supervisors	2.00	2.00	1.00		5.00
Concourse B Employee Overall TOTAL					79.50

CUSTODIAL PERSONNEL CONCOURSE C	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
Center Core Mezzanine level (including City Offices)	0.20	0.20	0.05	0.20	0.65
Center Core Concourse level	0.60	0.60	0.50	1.00	2.70
Center Core Train level (including Escalator landings)	0.40	0.40	0.10	0.75	1.65
East Concourse/Gate Areas/Mezzanine/Subcore	2.00	2.00	1.50	2.60	8.10
East Concourse Jetways	0.20	0.20	0.05	0.40	0.85
West Concourse/Gate Areas/Mezzanine/Subcore	2.00	2.00	1.50	2.60	8.10
West Concourse Jetways	0.20	0.20	0.05	0.40	0.85
City Offices (including RR's, Kitchenette) - W. Mezz Sub- Core	0.10	0.10	0.15	0.05	0.40
Women's Restrooms E. Concourse (1)	0.50	0.50	0.15	0.10	1.25
Women's Restrooms W. Concourse (2)	1.00	1.00	0.25	0.20	2.45
Women's Restrooms Center Core Concourse level (2)	1.00	1.00	0.25	0.20	2.45
Men's Restrooms E. Concourse (1)	0.50	0.50	0.15	0.10	1.25
Men's Restrooms W. Concourse (2)	1.00	1.00	0.25	0.20	2.45
Men's Restrooms Center Core Concourse level (2)	1.00	1.00	0.25	0.20	2.45
Family/Assist Restrooms (4)	0.35	0.35	0.20	0.20	1.10
Nursing Room Center Core (1)	0.10	0.10	0.10	0.05	0.35

Pet Relief Area (1)	0.05	0.05	0.05	0.02	0.17
Ramp level below Center Core (includes hallways/restrooms (2)	0.15	0.15	0.25	0.10	0.65
Triturator Rooms (1)- Sink, Trash & Restock (under Gate C48 ramp level)	0.05	0.05	0.05	0.03	0.18
Stairwells (to ramp level 17)	0.05	0.05	0.05	0.05	0.20
Escalators (24)	0.20	0.20	0.25	0.25	0.90
Elevators (8)	0.05	0.05	0.15	0.10	0.35
Power walks (8)	0.10	0.10	0.10	0.20	0.50
Recycle & Trash	2.00	2.00	0.50	0.00	4.50
Ramp Level trash/recycling compactor rooms (Cleaning)	0.20	0.20	0.10	0.00	0.50
Concourse C Daily Custodial Employee TOTAL	14.00	14.00	7.00	10.00	45.00
SUPERVISORY PERSONNEL					
Supervisors	2.00	2.00	1.00		5.00
Concourse C Overall TOTAL					50.00

Attachment 7, Staffing Plan Summary

Employee Totals (Staffing Overview)	Main Terminal	Outlying Buildings	Concourse A	Concourse B	Concourse C
Daily Custodian I Employees:					
First Shift	21.25	0.98	16.00	22.00	13.00
Second Shift	19.50	0.00	16.00	22.00	13.00
Third Shift	17.35	0.00	6.50	15.50	7.00
Total Custodian I Employees	58.10	0.98	38.50	59.50	33.00
Daily Custodian II Employees:					
Non-Area Specific First Shift	1.00		1.00	1.00	1.00
Non-Area Specific Second Shift	1.00		1.00	1.00	1.00
Third Shift	10.75	0.00	11.00	13.00	10.00
Total Custodian II Employees	12.75	0.00	13.00	15.00	12.00
Daily Supervisors:					
First Shift	1.00	0.00	2.00	2.00	2.00
Second Shift	1.00	0.00	2.00	2.00	2.00
Third Shift	1.00	0.00	2.00	1.00	1.00
Total Supervision	3.00	0.00	6.00	5.00	5.00
Daily Operations Managers:					
First Shift	0.18	0.00	0.18	0.18	0.18
Second Shift	0.18	0.00	0.18	0.18	0.18
Third Shift	0.36	0.00	0.36	0.36	0.36
Total Operations Managers	0.71	0.00	0.71	0.71	0.71
Totals:					
Total Daily Staffing	74.56	0.98	58.21	80.21	50.71



Total Staffing (FTE's, this is the total staff we will have to cover the daily 7x per wk not including Administrative Staff)	104.39	1.37	81.50	112.30	71.00
Total Daily	74.56	0.98	58.21	80.21	50.71
Administrative:					
First Shift	3.57				
Second Shift	2.86				
Third Shift	0.71				
Total Administrative	7.14				
Total Daily Average Staff	81.71	0.98	58.21	80.21	50.71
Total FTE's	114.39	1.37	81.50	112.30	71.00
Overall Staffing Total					

Total Daily Average Staffing			272
Total FTE's			381

Summary Year 1	
Flagship DEN Staffing Summary	381
Summary	FTE's
Mngrs, Admins	14
Supervisors	27
Shift 1 Custodian I's	102
Shift 1 Custodian II's	6
Shift 2 Custodian I's	98
Shift 2 Custodian II's	6
Shift 3 Custodian I's	65
Shift 3 Custodian II's	63
Combined	381



Flagship DEN Staffing Summary - Years -2-5

Staffing Summary Description	Year 1	Year 2	Year 3	Year 4	Year 5	Comments
	FTE's	FTE's	FTE's	FTE's	FTE's	
Mgrs., Admins Supervisors	14 27	15 28	15 28	16 29	16 29	Management added as demand changes Supervisors added as demand changes
Shift 1 Custodian I's	102	105	110	114	114	Mainly added CI staff during each phase based on restroom frequency changes
Shift 1 Custodian II's	6	6	6	6	6	We have provided for a CII to be in the Main Terminal, Concourse A, Concourse B, and Concourse C for hard floor and carpet cleaning response. These positions are more expensive due to differential and we have added 6 staff for 1st shift 7x per week, same for 2 shift, thus, we have added 11.2 CII staff.
Shift 2 Custodian I's	98	101	106	110	110	Mainly added CI staff during each phase based on restroom frequency changes
Shift 2 Custodian II's	6	6	6	6	6	comments same as shift 1
Shift 3 Custodian I's	65	68	68	69	69	CI Cleaners added as areas receive more passenger use.
Shift 3 Custodian II's	63	64	64	66	66	CII Cleaners added as areas receive more passenger use.
Combined	381	393	403	415	415	
Revised SEIU Staff Analysis here	FTE's	FTE's	FTE's	FTE's	FTE's	
CI	266	275	285	292	292	
CII	74	76	76	78	78	
total seiu	340	350	360	370	370	

Staffing Plan, Year 1

Provide a detailed staffing plan for each area as outlines in this Section

Custodial Personnel Concourse A West Expansion	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	2.50	2.50	1.15	2.87	9.02
Public Restrooms (6) Men's	2.50	2.50	0.75	0.49	6.24
Public Restrooms (6) Women's	2.50	2.50	0.75	0.49	6.24
Non-Public Restroom (4) Men's	0.25	0.25	0.38	0.28	1.16
Non-Public Restroom (4) Women's	0.25	0.25	0.38	0.28	1.16
Family Restrooms (2)	0.50	0.50	0.10	0.14	1.24
Nursing Rooms (2)	0.10	0.10	0.05	0.14	0.39
Pet Relief Areas (2)	0.10	0.10	0.05	0.14	0.39
Outdoor Seating Area	0.05	0.05	0.03	0.14	0.27
Stairwells (13)	0.05	0.05	0.07	0.21	0.38
Jet Bridges (12)	0.25	0.25	0.40	1.05	1.95
Escalators (4)	0.11	0.11	0.10	0.21	0.54
Elevators (11)	0.11	0.11	0.10	0.21	0.54
Power walks (11)	0.23	0.23	0.20	0.35	1.00
Recycle	0.50	0.50	0.50	0.00	1.50
Concourse A West Expansion Daily Custodial Employee TOTAL	10.00	10.00	5.00	7.00	32.00



Staffing Plan, Year 2

Provide a detailed staffing plan for each area as outlines in this Section

Custodial Personnel Concourse A West Expansion	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	3.00	3.00	1.90	2.87	10.77
Public Restrooms (6) Men's	2.75	2.75	0.88	0.49	6.87
Public Restrooms (6) Women's	2.75	2.75	0.88	0.49	6.87
Non-Public Restroom (4) Men's	0.25	0.25	0.38	0.28	1.16
Non-Public Restroom (4) Women's	0.25	0.25	0.38	0.28	1.16
Family Restrooms (2)	0.50	0.50	0.10	0.14	1.24
Nursing Rooms (2)	0.10	0.10	0.05	0.14	0.39
Pet Relief Areas (2)	0.10	0.10	0.05	0.14	0.39
Outdoor Seating Area	0.05	0.05	0.03	0.14	0.27
Stairwells (13)	0.05	0.05	0.07	0.21	0.38
Jet Bridges (12)	0.25	0.25	0.40	1.05	1.95
Escalators (4)	0.11	0.11	0.10	0.21	0.54
Elevators (11)	0.11	0.11	0.10	0.21	0.54
Power walks (11)	0.23	0.23	0.20	0.35	1.00
Recycle	0.50	0.50	0.50	0.00	1.50
Concourse A West Expansion Daily Custodial Employee TOTAL	11.00	11.00	6.00	7.00	35.00

Staffing Plan, Year 3

Provide a detailed staffing plan for each area as outlines in this Section

Custodial Personnel Concourse A West Expansion	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	3.00	3.00	2.15	2.87	11.02
Public Restrooms (6) Men's	3.00	3.00	1.00	0.49	7.49
Public Restrooms (6) Women's	3.00	3.00	1.00	0.49	7.49
Non-Public Restroom (4) Men's	0.25	0.25	0.38	0.28	1.16
Non-Public Restroom (4) Women's	0.25	0.25	0.38	0.28	1.16
Family Restrooms (2)	0.50	0.50	0.10	0.14	1.24
Nursing Rooms (2)	0.10	0.10	0.05	0.14	0.39
Pet Relief Areas (2)	0.10	0.10	0.05	0.14	0.39
Outdoor Seating Area	0.05	0.05	0.03	0.14	0.27
Stairwells (13)	0.05	0.05	0.07	0.21	0.38
Jet Bridges (12)	0.25	0.25	0.40	1.05	1.95
Escalators (4)	0.11	0.11	0.10	0.21	0.54
Elevators (11)	0.11	0.11	0.10	0.21	0.54
Power walks (11)	0.23	0.23	0.20	0.35	1.00
Recycle	0.50	0.50	0.50	0.00	1.50
Concourse A West Expansion Daily Custodial Employee TOTAL	11.50	11.50	6.50	7.00	36.50



Staffing Plan, Year 4

Provide a detailed staffing plan for each area as outlines in this Section

Custodial Personnel Concourse A West Expansion	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	3.00	3.00	2.65	2.87	11.52
Public Restrooms (6) Men's	3.25	3.25	1.00	0.49	7.99
Public Restrooms (6) Women's	3.25	3.25	1.00	0.49	7.99
Non-Public Restroom (4) Men's	0.25	0.25	0.38	0.28	1.16
Non-Public Restroom (4) Women's	0.25	0.25	0.38	0.28	1.16
Family Restrooms (2)	0.50	0.50	0.10	0.14	1.24
Nursing Rooms (2)	0.10	0.10	0.05	0.14	0.39
Pet Relief Areas (2)	0.10	0.10	0.05	0.14	0.39
Outdoor Seating Area	0.05	0.05	0.03	0.14	0.27
Stairwells (13)	0.05	0.05	0.07	0.21	0.38
Jet Bridges (12)	0.25	0.25	0.40	1.05	1.95
Escalators (4)	0.11	0.11	0.10	0.21	0.54
Elevators (11)	0.11	0.11	0.10	0.21	0.54
Power walks (11)	0.23	0.23	0.20	0.35	1.00
Recycle	0.50	0.50	0.50	0.00	1.50
Concourse A West Expansion Daily Custodial Employee TOTAL	12.00	12.00	7.00	7.00	38.00



Staffing Plan, Year 5

Provide a detailed staffing plan for each area as outlines in this Section

Custodial Personnel Concourse A West Expansion	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	3.00	3.00	2.65	2.87	11.52
Public Restrooms (6) Men's	3.25	3.25	1.00	0.49	7.99
Public Restrooms (6) Women's	3.25	3.25	1.00	0.49	7.99
Non-Public Restroom (4) Men's	0.25	0.25	0.38	0.28	1.16
Non-Public Restroom (4) Women's	0.25	0.25	0.38	0.28	1.16
Family Restrooms (2)	0.50	0.50	0.10	0.14	1.24
Nursing Rooms (2)	0.10	0.10	0.05	0.14	0.39
Pet Relief Areas (2)	0.10	0.10	0.05	0.14	0.39
Outdoor Seating Area	0.05	0.05	0.03	0.14	0.27
Stairwells (13)	0.05	0.05	0.07	0.21	0.38
Jet Bridges (12)	0.25	0.25	0.40	1.05	1.95
Escalators (4)	0.11	0.11	0.10	0.21	0.54
Elevators (11)	0.11	0.11	0.10	0.21	0.54
Power walks (11)	0.23	0.23	0.20	0.35	1.00
Recycle	0.50	0.50	0.50	0.00	1.50
Concourse A West Expansion Daily Custodial Employee TOTAL	12.00	12.00	7.00	7.00	38.00



Staffing Plan, Year 1

Custodial Personnel Concourse B East Expansion	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	1.07	1.07	1.50	0.98	4.62
Public Restrooms (2) Men's	1.00	1.00	0.25	0.14	2.39
Public Restrooms (2) Women's	1.00	1.00	0.25	0.14	2.39
Non-Public Restroom (1) Men's	0.13	0.13	0.13	0.08	0.46
Non-Public Restroom (1) Women's	0.13	0.13	0.13	0.08	0.46
Family Restrooms (4)	0.15	0.15	0.25	0.04	0.59
Nursing Room (1)	0.05	0.05	0.10	0.04	0.24
Pet Relief Areas (1)	0.05	0.05	0.05	0.04	0.19
Outdoor Seating Area	0.05	0.05	0.03	0.04	0.17
Stairwells (2)	0.03	0.03	0.07	0.06	0.19
Jet Bridges (9)	0.25	0.25	0.50	0.30	1.30
Elevators (3)	0.03	0.03	0.10	0.06	0.21
Recycle	0.07	0.07	0.15	0.00	0.30
Custodial Personnel Concourse B East Expansion Daily Custodial Employee TOTAL	4.00	4.00	3.50	2.00	13.50



Staffing Plan, Year 2

Custodial Personnel Concourse B East Expansion	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	1.57	1.57	1.50	1.47	6.11
Public Restrooms (2) Men's	1.00	1.00	0.50	0.21	2.71
Public Restrooms (2) Women's	1.00	1.00	0.50	0.21	2.71
Non-Public Restroom (1) Men's	0.13	0.13	0.13	0.12	0.50
Non-Public Restroom (1) Women's	0.13	0.13	0.13	0.12	0.50
Family Restrooms (4)	0.15	0.15	0.25	0.06	0.61
Nursing Room (1)	0.05	0.05	0.10	0.06	0.26
Pet Relief Areas (1)	0.05	0.05	0.05	0.06	0.21
Outdoor Seating Area	0.05	0.05	0.03	0.06	0.19
Stairwells (2)	0.03	0.03	0.07	0.09	0.22
Jet Bridges (9)	0.25	0.25	0.50	0.45	1.45
Elevators (3)	0.03	0.03	0.10	0.09	0.24
Recycle	0.07	0.07	0.15	0.00	0.30
Custodial Personnel Concourse B East Expansion Daily Custodial Employee TOTAL	4.50	4.50	4.00	3.00	16.00



Staffing Plan, Year 3

Custodial Personnel Concourse B East Expansion	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	1.57	1.57	1.50	1.47	6.11
Public Restrooms (2) Men's	1.00	1.00	0.50	0.21	2.71
Public Restrooms (2) Women's	1.00	1.00	0.50	0.21	2.71
Non-Public Restroom (1) Men's	0.13	0.13	0.13	0.12	0.50
Non-Public Restroom (1) Women's	0.13	0.13	0.13	0.12	0.50
Family Restrooms (4)	0.15	0.15	0.25	0.06	0.61
Nursing Room (1)	0.05	0.05	0.10	0.06	0.26
Pet Relief Areas (1)	0.05	0.05	0.05	0.06	0.21
Outdoor Seating Area	0.05	0.05	0.03	0.06	0.19
Stairwells (2)	0.03	0.03	0.07	0.09	0.22
Jet Bridges (9)	0.25	0.25	0.50	0.45	1.45
Elevators (3)	0.03	0.03	0.10	0.09	0.24
Recycle	0.07	0.07	0.15	0.00	0.30
Custodial Personnel Concourse B East Expansion Daily Custodial Employee TOTAL	4.50	4.50	4.00	3.00	16.00



Staffing Plan, Year 4

Custodial Personnel Concourse B East Expansion	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	1.57	1.57	1.50	1.47	6.11
Public Restrooms (2) Men's	1.00	1.00	0.50	0.21	2.71
Public Restrooms (2) Women's	1.00	1.00	0.50	0.21	2.71
Non-Public Restroom (1) Men's	0.13	0.13	0.13	0.12	0.50
Non-Public Restroom (1) Women's	0.13	0.13	0.13	0.12	0.50
Family Restrooms (4)	0.15	0.15	0.25	0.06	0.61
Nursing Room (1)	0.05	0.05	0.10	0.06	0.26
Pet Relief Areas (1)	0.05	0.05	0.05	0.06	0.21
Outdoor Seating Area	0.05	0.05	0.03	0.06	0.19
Stairwells (2)	0.03	0.03	0.07	0.09	0.22
Jet Bridges (9)	0.25	0.25	0.50	0.45	1.45
Elevators (3)	0.03	0.03	0.10	0.09	0.24
Recycle	0.07	0.07	0.15	0.00	0.30
Custodial Personnel Concourse B East Expansion Daily Custodial Employee TOTAL	4.50	4.50	4.00	3.00	16.00



Staffing Plan, Year 5

Custodial Personnel Concourse B East Expansion	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	1.57	1.57	1.50	1.47	6.11
Public Restrooms (2) Men's	1.00	1.00	0.50	0.21	2.71
Public Restrooms (2) Women's	1.00	1.00	0.50	0.21	2.71
Non-Public Restroom (1) Men's	0.13	0.13	0.13	0.12	0.50
Non-Public Restroom (1) Women's	0.13	0.13	0.13	0.12	0.50
Family Restrooms (4)	0.15	0.15	0.25	0.06	0.61
Nursing Room (1)	0.05	0.05	0.10	0.06	0.26
Pet Relief Areas (1)	0.05	0.05	0.05	0.06	0.21
Outdoor Seating Area	0.05	0.05	0.03	0.06	0.19
Stairwells (2)	0.03	0.03	0.07	0.09	0.22
Jet Bridges (9)	0.25	0.25	0.50	0.45	1.45
Elevators (3)	0.03	0.03	0.10	0.09	0.24
Recycle	0.07	0.07	0.15	0.00	0.30
Custodial Personnel Concourse B East Expansion Daily Custodial Employee TOTAL	4.50	4.50	4.00	3.00	16.00



Staffing Plan, Year 1

CUSTODIAL PERSONNEL Concourse C East Expansion:	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	2.27	2.27	2.03	2.87	9.44
Public Restrooms (2) Men's	1.25	1.25	0.50	0.49	3.49
Public Restrooms (2) Women's	1.25	1.25	0.50	0.49	3.49
Non-Public Restroom (2) Men's	0.10	0.10	0.25	0.28	0.73
Non-Public Restroom (2) Women's	0.10	0.10	0.25	0.28	0.73
Family Restrooms (4)	0.25	0.25	0.20	0.14	0.84
Nursing Room (2)	0.05	0.05	0.05	0.14	0.29
Pet Relief Areas (2)	0.05	0.05	0.10	0.14	0.34
Outdoor Seating Area	0.05	0.05	0.02	0.14	0.26
Stairwells (8)	0.03	0.03	0.03	0.21	0.30
Jet Bridges (16)	0.20	0.20	0.07	1.05	1.52
Elevators (6)	0.20	0.20	0.25	0.21	0.86
Power Walks (4)	0.30	0.30	0.25	0.21	1.06
Recycle	0.40	0.40	0.50	0.35	1.65
Concourse C East Expansion Daily Custodial Employee TOTAL	6.50	6.50	5.00	7.00	25.00



Staffing Plan, Year 2

CUSTODIAL PERSONNEL Concourse C East Expansion:	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	2.77	2.77	2.03	3.28	10.85
Public Restrooms (2) Men's	1.25	1.25	0.50	0.56	3.56
Public Restrooms (2) Women's	1.25	1.25	0.50	0.56	3.56
Non-Public Restroom (2) Men's	0.10	0.10	0.25	0.32	0.77
Non-Public Restroom (2) Women's	0.10	0.10	0.25	0.32	0.77
Family Restrooms (4)	0.25	0.25	0.20	0.16	0.86
Nursing Room (2)	0.05	0.05	0.05	0.16	0.31
Pet Relief Areas (2)	0.05	0.05	0.10	0.16	0.36
Outdoor Seating Area	0.05	0.05	0.02	0.16	0.28
Stairwells (8)	0.03	0.03	0.03	0.24	0.33
Jet Bridges (16)	0.20	0.20	0.07	1.20	1.67
Elevators (6)	0.20	0.20	0.25	0.24	0.89
Power Walks (4)	0.30	0.30	0.25	0.24	1.09
Recycle	0.40	0.40	0.50	0.40	1.70
Concourse C East Expansion Daily Custodial Employee TOTAL	7.00	7.00	5.00	8.00	27.00



Staffing Plan, Year 3

CUSTODIAL PERSONNEL Concourse C East Expansion:	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	2.77	2.77	2.03	3.28	10.85
Public Restrooms (2) Men's	1.25	1.25	0.50	0.56	3.56
Public Restrooms (2) Women's	1.25	1.25	0.50	0.56	3.56
Non-Public Restroom (2) Men's	0.10	0.10	0.25	0.32	0.77
Non-Public Restroom (2) Women's	0.10	0.10	0.25	0.32	0.77
Family Restrooms (4)	0.25	0.25	0.20	0.16	0.86
Nursing Room (2)	0.05	0.05	0.05	0.16	0.31
Pet Relief Areas (2)	0.05	0.05	0.10	0.16	0.36
Outdoor Seating Area	0.05	0.05	0.02	0.16	0.28
Stairwells (8)	0.03	0.03	0.03	0.24	0.33
Jet Bridges (16)	0.20	0.20	0.07	1.20	1.67
Elevators (6)	0.20	0.20	0.25	0.24	0.89
Power Walks (4)	0.30	0.30	0.25	0.24	1.09
Recycle	0.40	0.40	0.50	0.40	1.70
Concourse C East Expansion Daily Custodial Employee TOTAL	7.00	7.00	5.00	8.00	27.00



Staffing Plan, Year 4

CUSTODIAL PERSONNEL Concourse C East Expansion:	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	2.77	2.77	2.03	3.28	10.85
Public Restrooms (2) Men's	1.25	1.25	0.50	0.56	3.56
Public Restrooms (2) Women's	1.25	1.25	0.50	0.56	3.56
Non-Public Restroom (2) Men's	0.10	0.10	0.25	0.32	0.77
Non-Public Restroom (2) Women's	0.10	0.10	0.25	0.32	0.77
Family Restrooms (4)	0.25	0.25	0.20	0.16	0.86
Nursing Room (2)	0.05	0.05	0.05	0.16	0.31
Pet Relief Areas (2)	0.05	0.05	0.10	0.16	0.36
Outdoor Seating Area	0.05	0.05	0.02	0.16	0.28
Stairwells (8)	0.03	0.03	0.03	0.24	0.33
Jet Bridges (16)	0.20	0.20	0.07	1.20	1.67
Elevators (6)	0.20	0.20	0.25	0.24	0.89
Power Walks (4)	0.30	0.30	0.25	0.24	1.09
Recycle	0.40	0.40	0.50	0.40	1.70
Concourse C East Expansion Daily Custodial Employee TOTAL	7.00	7.00	5.00	8.00	27.00

Staffing Plan, Year 5

CUSTODIAL PERSONNEL Concourse C East Expansion:	1st Shift	2nd Shift	3RD Shift CI	3RD Shift CII	Daily Total
General Areas to Include Boarding Area	2.77	2.77	2.03	3.28	10.85
Public Restrooms (2) Men's	1.25	1.25	0.50	0.56	3.56
Public Restrooms (2) Women's	1.25	1.25	0.50	0.56	3.56
Non-Public Restroom (2) Men's	0.10	0.10	0.25	0.32	0.77
Non-Public Restroom (2) Women's	0.10	0.10	0.25	0.32	0.77
Family Restrooms (4)	0.25	0.25	0.20	0.16	0.86
Nursing Room (2)	0.05	0.05	0.05	0.16	0.31
Pet Relief Areas (2)	0.05	0.05	0.10	0.16	0.36
Outdoor Seating Area	0.05	0.05	0.02	0.16	0.28
Stairwells (8)	0.03	0.03	0.03	0.24	0.33
Jet Bridges (16)	0.20	0.20	0.07	1.20	1.67
Elevators (6)	0.20	0.20	0.25	0.24	0.89
Power Walks (4)	0.30	0.30	0.25	0.24	1.09
Recycle	0.40	0.40	0.50	0.40	1.70
Concourse C East Expansion Daily Custodial Employee TOTAL	7.00	7.00	5.00	8.00	27.00

4.3 Adjustments to Staffing Plan due to Construction

- 4.3.1 DEN currently has several ongoing construction projects that may affect janitorial staffing levels through the term of this contract. Currently, DEN has ongoing construction in the Main Terminal, A Concourse, B Concourse, and C Concourse among other areas. During these construction projects, areas may be added or removed from the Scope of Work.
- 4.3.2 DEN will require the Contractor to adjust the monthly invoices to reflect the changes to the facility. Pricing for adjustments can be found in Section 13.2.
- 4.3.3 Additionally, Staffing adjustments may be made in accordance with Section 7 of the Contract.

4.4 Contractor's Managers

- 4.4.1 The Contractor shall provide a full-time, on-site Project Manager who will be trained, qualified, and acceptable to DEN's Program Administrator. The Project Manager and the Assistant Project Manager must be on a staggered schedule to provide weekend coverage. The Project Manager shall work exclusively for this contract.
- 4.4.2 The Project Manager or Assistant Project Manager must work a combined 520 hours on second shift and 520 hours on third shift, per calendar year. This is required so that Contractor managers have adequate oversight of nighttime operations. All night shifts must be reviewed and approved by the PA.
- 4.4.3 If the Project Manager is absent, the Contractor shall provide an equally qualified and competent alternate that has been given full authority to carry out the duties of the position as required.
- 4.4.4 The Project Manager, or his/her alternate, shall make sufficient daily inspections to ensure work is performed as specified. The Project Manager, or his/her alternate, shall use work assignment sheets, summary sheets of inspection and reporting detailed in this section, plus tools and equipment checklist for each assignment to record discrepancies. The Project Manager, or his/her alternate shall provide a copy of these, or any equivalent reporting tool, to the Contract Compliance Supervisor, or his/her representative each day.

4.5 Contractor's Supervisors

- 4.5.1 The Contractor shall provide full time supervisors (Male/Female team preferred) per shift per location (Main Terminal, A Concourse, B Concourse and C Concourse) seven (7) days a week to ensure proper monitoring of daily tasks and frequencies.

- 4.5.2 The Contractor's Supervisors primary role is to train, inspect and monitor work performed by Custodial personnel.
- 4.5.3 The Supervisors shall not directly perform cleaning and janitorial services required under this Scope of Work.

4.6 Minimum Pay for Contractor Positions Not Covered by Prevailing Wage

- 4.6.1 While the personnel listed below may not be governed by the City's Prevailing Wage Ordinance, DEN believes it is in the best interest to require the Contractor to pay no less than the below minimum salaries and/or wages. These rates do not include fringe benefits including vacation health coverage etc., shift differential, or overtime for snow removal.

Job Title	Pay Unit	Rate of Pay
Project Manager	Per Week	\$2,070.45
Assistant Project Manager	Per Week	\$1,693.43
Shift Manager	Per Week	\$1,335.57
Labor Relations Manager	Per Week	\$1,335.57
Quality Control Manager	Per Week	\$1,335.57
Operations Manager- 3rd Shift	Per Day	\$201.93
Operations Manager- 2nd Shift	Per Day	\$201.93
Operations Manager- 1st Shift	Per Day	\$201.93
Supervisor- 3rd Shift	Per Hour	\$19.81
Supervisor- 2nd Shift	Per Hour	\$19.17
Supervisor- 1st shift	Per Hour	\$19.17
Admin. Asst./Payroll	Per Hour	\$23.64
General Clerical	Per Hour	\$19.17
Trainer/Safety Coordinator	Per Week	\$958.54
Maintenance/Repairman	Per Hour	\$24.28
Supply Control/Distribution Manager	Per Hour	\$25.24
Supply Control/Distribution Employees	Per Hour	\$19.17
Emergency Dispatcher	Per Hour	\$19.17
Quality Control Inspectors	Per Hour	\$19.17

4.7 Shift Hours and Breaks

- 4.7.1 Manager, supervisor, and employee shift timeframes, including starting and quitting times, shall be staggered so that all DEN areas maintain coverage 24 hours per day, seven days per week and to assure no breaks in regular service activity. The Contractor and the PA will continually evaluate and discuss ideas, in weekly meetings, on how to

improve efficiencies. DEN reserves the right to approve of Contractor shift schedules.

- 4.7.2 The Contractor shall submit a proposed lunch and break schedule to the Contract Compliance Supervisor. The breaks shall be staggered to ensure that service areas are always adequately staffed. The Contractor and the PA will continually evaluate and discuss ideas, in weekly meetings, on how to improve efficiencies. DEN reserves the right to approve, modify, or reject proposed lunch and other break schedules.

4.8 Holidays

- 4.8.1 The Contractor shall be aware that DEN operates 24 hours a day, all days of the year. The Contractor shall staff all areas during holidays at no additional cost to DEN. DEN staff observe the following holidays:

- a. New Year's Day;
- b. Martin Luther King Day;
- c. President's Day;
- d. Cesar Chavez Day;
- e. Memorial Day;
- f. Independence Day;
- g. Labor Day;
- h. Veterans Day;
- i. Thanksgiving Day; and
- j. Christmas Day.

4.9 Relief for Absenteeism and Vacation

- 4.9.1 The Contractor is required to provide relief personnel for absent or vacationing employees at all times. Every assignment position shall be filled each day and each shift.
- 4.9.2 Should the Contractor need to call in replacement personnel, the Contractor shall replace the employee with another of equal or greater rank (i.e. replace a Custodian II with another Custodian II).
- 4.9.3 If the Project Manager, Operations Manager, or Supervisor is absent, the Contractor shall provide a competent replacement that has been given the authority to carry out the duties of the position as required.
- 4.9.4 Failure to provide personnel for all positions for all hours may result in fines to the Contractor.

SECTION 5: REPORTING

5.1 General

- 5.1.1 Accurate and timely reporting is essential for the success of the Contractor. DEN intends to work with the Contractor to develop a reporting regime that provides the City with relevant information about the performance of this Scope of Work.

5.1.2 The Contractor is to provide details regarding their experience developing, implementing and operating reporting systems.

5.1.3 Specific requirements are set out throughout this Scope of Work.

5.2 System & Frequency

5.2.1 The Contractor is required to provide a detailed outline for a proposed reporting system for DEN. The plan should provide details regarding the data to be collected, the method for collecting it and an explanation as to how the data provides assurance to the City that the Scope of Work is being met.

5.2.2 A monthly cleaning report shall be submitted by the Contractor to DEN on a monthly basis to allow for performance to be monitored. The Contractor shall provide other information within the monthly report as requested by DEN. The report should include the following information:

- a. Person hours committed to performing the services during the period;
- b. Highlight major tasks accomplished during the period;
- c. Notification regarding any particular issues encountered that have or may prevent the services from being performed according to the specification;
- d. Notification of any lost-time accidents;
- e. Results from performance measurement and audits conducted by the Contractor during the period; and
- f. Confirmation of the status of any Extra Work requested by DEN and/or completed in the period.

5.2.3 The Contractor shall keep on file and provide the following reports to the Contract Compliance Supervisor via DEN Share Point site. All reports must be given in a format acceptable to the PA.

- a. Daily timecard report for all three (3) shifts. This report will also include shifts that were not covered due to staffing deficiencies.
- b. Three Times Daily-A list of names of all personnel present for work during the current shift, each person's position, and his or her applicable areas and tasks. The list should also provide the number of hours worked by each person listed, over the shift or day, as certified by the Contractor's time records. The Contractor shall provide this list within the first part of each shift start. DEN reserves the right to make changes to the format of this list at any time. DEN also reserves the right to audit these lists with employee timecards.
- c. Weekly - restroom scanner reports, which records the frequency employees enter and exit each restroom for cleaning. Failure to record information accurately shall be considered non-compliant and performance deductions will be imposed on the monthly invoice. Performance deductions will be calculated based on per missed scans per restroom. The scanner report will track the Contractors compliance with tasks and frequencies established through this contract. Non-compliance will result in performance deductions outlined in Section 12.7 Performance Deduction

subsection 3.

- d. Monthly - The Contractor will produce and deliver to the CCG a detailed consumables report of chemicals i.e. floor wax, sealer, restroom cleaning chemicals etc. used during the prior month of each billing cycle. The consumables report will also include stock quantities of said products.
- e. Monthly - A tracking report of all scheduled assignments (other than daily cleaning) such as carpet cleaning, acid wash rough granite, machine scrub and recoat floor, etc. Monthly - An inspection summary report which shall provide a summary of all inspections for the entire airport and shall include the total number of inspections performed during the month. The report should list the frequencies of discrepancies and their associated corrections as well as the number and types of maintenance observations reported and any other relevant data (inspection details will be developed with the Contractor).
- f. Monthly - Project Manager/Assistant Project Manager schedules. 520 hours minimum per year on 2nd shift, 520 hours minimum per year on 3rd shift. (Project Manager/ Assistant Project Manager 3rd shift schedules shall be approved by the PA).
- g. Monthly - An organization chart showing staff working under this contract and company hierarchy. The Contractor will supply a new organization chart any time changes are made. The report will include start/end and dates for each employee. Any time the organization chart shows staffing numbers under the required total (staffing to be determined by Contractor staffing plan), the Contractor shall provide a statement explaining the reduced levels. This report will also include daily employee attendance with an emphasis on Supervisor to Custodian ratio.
- h. Monthly - Equipment maintenance and repair report.
- i. Monthly - Detailed report on floor work scheduled and completed.
- j. Monthly - Safety report that outlines all safety meetings, accident reports, work related injuries etc.

SECTION 6: TRAINING

6.1 General Training

- 6.1.1 The Contractor shall provide each employee under the contract with adequate training to perform the work safely and competently.
- 6.1.2 The Contractor shall maintain a training record for each employee. The record shall include, at a minimum, the employee's name, date of employment, and the type and date of each training class attended. Such records will be made available to the PA or his/her representative on a quarterly basis or in advance upon his or her request.
- 6.1.3 The PA, CCS or CCCs may monitor the conduct of training classes from time to time.
- 6.1.4 DEN may elect to provide the Contractor with training materials for presentation or distribution. These materials shall remain the sole and exclusive property of DEN and shall not be removed.
- 6.1.5 At a minimum, each employee performing the work shall attend the following classes prior to or within the first two weeks of employment and again each successive six-month period:

- a. General Orientation (Only for new employee at the time of hire);
- b. Introduction to Assignments;
- c. Chemicals;
- d. OSHA and Hazmat Training;
- e. Blood-borne Pathogen Training (must be completed before assignment, detailed in 5.2 below);
- f. Tools and Equipment;
- g. General Procedures;
- h. Restroom Cleaning and Disinfection;
- i. Common Mistakes;
- j. Floor Care;
- k. Carpet Cleaning Process and Techniques;
- l. Waste Disposal- Recycling;
- m. Handheld Radio Training (as necessary);
- n. DEN All Hazards Training (video, every year);
- o. DEN Tornado Training (video, every year); and
- p. DEN Customer Service (video, every year).

6.1.6 In addition to the required training above, managers and supervisors performing oversight shall also attend the following class prior to or within the first two weeks of employment and again each successive six-month period:

- a. Contractor Supervisory Techniques and Updates.

6.1.7 On the first business day of each month, the Project Manager or his or her designee shall provide to the PA a written schedule of training classes to be conducted the forthcoming month. The schedule shall define the dates, times, locations, and content for each class.

6.2 Blood-borne Pathogen Safety Program

6.2.1 The Contractor shall be responsible for developing and implementing a blood-borne pathogens safety and training program for workers involved with trash removal, restroom cleaning, dispenser servicing, or any other activities where the employee has the potential to encounter blood and other bodily fluid. This program will cover all employees potentially exposed to blood and other bodily fluids, with the goal of preventing the transmission of pathogens such as HIV and Hepatitis B. At a minimum, the following items must be included in the training:

- a. Universal Precautions—all human blood and certain bodily fluids are treated as if known to be infectious for HIV, HBV, or other blood-borne pathogens;
- b. Medical Evaluations—Contractor will provide employees with medical evaluations and procedures, including the HBV vaccination series and post-exposure evaluation and follow-up;
- c. Explain how to recognize occupational exposure, the symptoms of blood borne diseases, modes of transmission of blood borne pathogens and describe the methods of controlling HBV and HIV transmission;
- d. Personal Protective Equipment (PPE)—Contractor shall provide employees with appropriate PPE such as gloves, gowns, face shields, masks, and eye protection. PPE must not permit blood or other potentially infectious materials to reach the

employee's work clothes, street clothes, undergarments, skin, eyes, mouth, or other mucous membranes; Clean-up procedures including waste storage and disposal and the care of PPE and laundry;

- e. Explain the use and limitations of work practices and PPE;
- f. Explain the use of labels, signs, and color-coding and the proper response to large spills of blood or bodily fluids; and
- g. Surfaces contaminated with blood or other bodily fluids shall be cleaned and rinsed with an EPA approved, hospital grade, and phenolic-based disinfectant cleaner. Personnel with open sores or cuts will not be involved with cleanup activities.

SECTION 7: SPECIFICATIONS

7.1 Work Performance Standards

- 7.1.1 Work performance standard are specifications, showing general outlines and details necessary for a comprehensive understanding of the work, from the contract documents. All work under the contract shall be performed in compliance with the requirements and tasks, resulting from the specifications. The specifications and all other provisions of the contract documents are essential parts of the contract.

7.2 Specification Changes

- 7.2.1 The specifications may be changed unilaterally by DEN if the contract unit prices are not affected, with the exception of staffing changes provided in Section 7 of the Contract. Notification to the Contractor will be made orally if the duration of such changes is less than one week; otherwise, notification will be made in writing.

7.3 Work Areas

- 7.3.1 All employees must be at their assigned work areas, ready for work, at the start of their assigned shift and until the designated time of their shift end unless relieved by their assigned shift replacement and except for designated breaks.

7.4 Entrances and Doorways

- 7.4.1 All assignments that include entrances shall include thresholds and door frames a distance of ten (10) feet into the adjacent area.

7.5 Cleaning Vending Areas

- 7.5.1 The Contractor will be required to perform cleaning services in food court areas on Concourses A, B, and C. The Contractor will also provide cleaning services in vending areas on Concourses all level and the outdoor seating area on the West side of B Concourse.
- 7.5.2 Necessary monitoring and cleaning of vending machine areas, where it is not done by machine operators, will be accomplished periodically during each workday.

7.6 Dispensers

- 7.6.1 All dispensers (soap dispensers, toilet paper and towel dispensers, feminine product dispensers, etc.) within the areas serviced shall be supplied and installed by DEN and stocked by the Contractor unless otherwise specified in writing by the PA. The Contractor will be responsible for purchasing toilet tissue spindles in all restrooms. The Contractor will ensure an adequate stock of toilet tissue spindles at all times. DEN will provide the Contractor with the specifications for the toilet tissue spindle required for each toilet tissue dispenser.
- 7.6.2 The Contractor will provide and pay for all sanitary napkins and tampons. The Contractor will collect and retain any revenue from the feminine dispensers beyond the cost of the equipment to DEN. Vending prices must be approved by DEN. Such revenue will be accounted for at all times by the Contractor. The Contractor shall provide monthly reports to the PA that track generated income from the sale of feminine products.
- 7.6.3 The Contractor shall not be required to replace or repair any defective or damaged dispensers or any parts thereof. However, the Contractor shall be required to have their employees report any defective or damaged dispensers or parts to MCC immediately.
- 7.6.4 The Contractor will provide a report of the defective or damaged dispensers reported to MCC, to the PA and/or the CCS at the end of each shift.

SECTION 8: TASKS

8.1 Carpet Cleaning Compliance

- 8.1.1 All completed tasks related to carpet cleaning shall be compliant with the carpet manufacturer's recommendations and the Carpet and Rug Institute's (CRI) maintenance guidelines. Carpets, rugs, and mats shall be clean and free from dust, dirt, and other debris. All visible litter such as paper, baggage tags, cigarette butts, gum, etc., shall be picked up or swept throughout the day.

8.2 Acid Wash Rough Granite

- 8.2.1 The rough granite flooring (unfinished, flame cut) may require periodic machine scrubbing with a light dilution of Muriatic Acid and water (or other mild acid-based solution) to remove oils and grease accumulation. Contractor is to use extreme caution in utilizing said products and ensure proper rinsing as well as the safety of its employees and the public. There shall be no splash marks or mop streaks on furniture, walls, equipment, baseboards, etc.

8.3 Auto-Scrub Non-Carpeted Floors (Not Stone)

- 8.3.1 Use an auto-scrubber to remove soil and spills from non-carpeted corridors, lobbies, concourses and terminal building, etc. Brush or pad pressure shall be adjusted high enough to provide firm contact with the surface but not enough to cause any

deleterious effect to the finish being cleaned. Litter should be picked up and the floor should be properly dust mopped prior to scrubbing. A low-suds detergent concentrate shall be used to prevent excessive foaming in the solution recovery tank. Where practical to do so, furnishings and floor mounted trash cans, ash cans, plus other receptacles, shall be moved out of the area to be scrubbed, thereby reducing the amount of hand mopping required, and shall be moved back to their proper area in a timely manner. The squeegee, when properly adjusted, shall leave no streaks or puddles while scrubbing. Detergent solution left on the surface as a result of turns made during the auto-scrubbing operation shall be removed promptly with a mop, mop bucket and wringer. When the floor has been completely scrubbed, it shall be free of soil, streaks, film, or stains. All visible litter such as paper, baggage tags, cigarette butts, gum, etc., shall be picked up or swept throughout the day.

8.4 Carpet Shampooing—Dry Clean Method

8.4.1 Dry cleaning carpet is defined as the spot cleaning, vacuuming, application and scrubbing of dry-cleaning compound followed by another complete vacuuming. All vacuuming should be done with an upright vacuum. All stained areas shall be treated with spot cleaning solution following the directions of the manufacturer. Spot cleaning shall be continued until as much of the stain as possible has been removed. The dry cleaning shall be performed by applying the "dry" chemical and machine scrubbing the area according to the manufacturer's instructions. Chairs and trash receptacles shall be tilted or moved where necessary to for shampooing and shall be moved back to their proper area in a timely manner. After sufficient absorption time, the remaining dry-cleaning residue and soil shall be vacuumed completely following a pattern that will give the carpet pile a clean and uniform appearance. Carpets, rugs, and mats shall be clean and free from spots, stains, dust, dirt, and other debris.

8.5 Carpet Shampooing—Extraction Method

8.5.1 Carpet shampooing, extraction method is defined as the spot cleaning, vacuuming, pile brushing, operation of the extraction equipment, and re-vacuuming of all carpet in an area. All vacuuming, both before and after the use of the water extraction equipment shall be done with an upright carpet vacuum. All stained areas shall be treated with spot cleaning solutions, following the directions of the manufacturer of the solutions. Spot cleaning shall continue until as much of the stain as possible has been removed. The water extraction equipment and materials shall meet the Specifications defined in the contract. The extraction equipment shall be operated over the entire carpeted area. All instructions provided by the manufacturer of the extraction equipment and material shall be followed during their use. Chairs and trash receptacles shall be moved where necessary for shampooing and shall be moved back to their proper area in a timely manner. After operating the water extraction equipment and allowing sufficient drying time, the carpet shall be vacuumed following a pattern which shall give the carpet pile a clean and uniform appearance. Carpets, rugs, and mats shall be clean and free from spots, stains, dust, dirt, and other debris.

8.6 Clean and Disinfect Drinking Fountains and Water Filler Stations

8.6.1 Use a spray bottle of germicidal detergent, soft sponge or cloth, small percolator brush, abrasive pad, and a lotion-type cleanser to remove all obvious soil, streaks, smudges, etc., from the drinking fountains and cabinets. Then, disinfect all polished metal surfaces including the orifices and drain. After cleaning, the entire drinking fountain shall be free of streaks, stains, spots, smudges, scale, and other removable soil. Any puddles under the drinking fountains and/or water filling stations must be removed as soon as practical.

8.7 Clean and Disinfect Telephones, Mailboxes, Vending Machines, etc.

8.7.1 Use a spray bottle of germicidal detergent, sponge or cloth, to remove obvious soil streaks, smudges, etc., from telephones, mailboxes, vending machines, etc. After cleaning, all surfaces should be free of streaks, stains, spots, smudges, etc.

8.8 Clean Food Court Areas in A, B and C Concourse (center core)

- 8.8.1 Use a sponge or cloth and germicidal detergent solution to damp wipe and disinfect all surfaces of furniture to include but not limited tables, chairs and stools.
- 8.8.2 All tables, chairs, floors, baseboards, tiles, stainless steel post and surfaces, waste receptacles
- 8.8.3 Monitor floors to ensure they are free of liquid spills, trash and other debris
- 8.8.4 A wet mop, mop bucket and wringer, and a neutral detergent solution shall be used to remove all soil and non-permanent stains from the entire area. The neutral detergent solution shall be changed periodically and remain clear, or the area damp mopped shall be rinsed with clear water. All accessible areas shall be damp mopped. Chairs, trash receptacles, etc., shall be moved when necessary to mop underneath. After being damp mopped, the floor shall have a uniform appearance with no streaks, swirl marks, detergent residue, or any evidence of soil. There shall be no splash marks or mop streaks on furniture, walls, baseboards, etc., or mop strands remaining in the area
- 8.8.5 All trash containers within the area shall be emptied and returned to their initial location. Boxes, cans, papers, etc., placed near a trash receptacle and marked "TRASH" shall be removed. All waste from such trash receptacles shall be removed from the area and emptied into a designated trash dumpster or receptacle in such a manner as to prevent the adjacent area from becoming littered by such trash
- 8.8.6 Staff scheduled to work the A, B and C Concourse Food Courts shall remain in the Food Court area at all times during their shift. Staff leaving the area for lunch or breaks shall be covered by a replacement at all times.

8.9 Graffiti Removal

8.9.1 Use an approved graffiti removal product to remove any writing or drawings made on walls or any other surface. If the writing or drawing is carved into the surface the Contractor shall report the vandalized surface immediately to the CCC or the MCC.

8.10 Clean and Disinfect Wash Basins, Toilets, Urinals, and Showers

8.10.1 Apply germicidal detergent solution to all fixtures and to the wall area beside and

between the fixtures. Clean the insides, tops, sides, and wall areas between the fixtures with a sponge. Wipe the metal surfaces dry with a cloth to prevent spotting.

8.10.2 Clean the insides of the urinals with a bowl mop. Use the bowl mop to clean the underside of the flushing rim. Clean the tops and sides of the urinal with a sponge. This sponge shall be of a particular color that will be used only on commodes and urinals. Wipe metal surfaces dry with a clean cloth to prevent spotting.

8.10.3 Apply germicidal detergent solution to the inside and outside of the commodes and to the wall areas beside them. Spray the top of the seat first, then lift the seat and spray the remainder of the fixture. Clean the inside of the fixture with a bowl mop. Use the bowl mop to clean under the flushing rim. Clean the seat, outside of the fixture, and wall beside the fixture with the same sponge used to clean the outside of the urinals. Wipe the top of the seat and the metal surfaces dry with a cloth to prevent spotting.

8.10.4 Apply germicidal detergent solution to the walls and floors in shower stalls; use a sponge and abrasive pad to damp wipe all surfaces of the shower. Remove all debris from the shower drain.

8.10.5 Wash basins, toilets and urinals shall be clean and disinfected, free of marks, smudges, and water stains.

8.11 Clean Walk-Off Mats

8.11.1 Use an upright carpet vacuum, a wet-dry tank vacuum, a pile brush, and a carpet stain removal kit to remove soil, moisture, stains, etc., from walk-off matting.

8.11.2 Walk-off mats shall be washed quarterly using the carpet cleaning extraction method.

8.11.3 Walk-off mats shall be clean and free from spots, stains, dust, dirt, and other debris.

8.12 Completely Vacuum Carpet

8.12.1 Vacuum all carpeted floors and walls to collect surface soil and embedded grit from all areas accessible to the carpet vacuum.

8.12.2 Chairs and trash cans, plus other receptacles shall be moved where necessary to vacuum underneath and shall be moved back to their proper area in a timely manner. Additionally, as necessary, to prevent any visible accumulation of soil or litter in carpeted areas inaccessible to the upright carpet vacuum, a crevice tool and brush attachment shall be used. After the carpeted floor, has been completely vacuumed, it shall be free of all visible litter, soil, and embedded dirt/mud.

8.13 Damp Mop Non-Carpeted Floors

8.13.1 Prior to being damp mopped, the floor surface shall be dust mopped. A wet mop, mop bucket and wringer, and a neutral detergent solution shall be used to remove all soil and non- permanent stains from the entire area. The neutral detergent solution shall be changed periodically and remain clear, or the area damp mopped shall be rinsed with clear water. All accessible areas shall be damp mopped. Chairs, trash receptacles, etc.,

shall be moved when necessary to mop underneath. After being damp mopped, the floor shall have a uniform appearance with no streaks, swirl marks, detergent residue, or any evidence of soil. There shall be no splash marks or mop streaks on furniture, walls, baseboards, etc., or mop strands remaining in the area.

8.14 Damp Mop and Disinfect Non-Carpeted Floors

- 8.14.1 Prior to being damp mopped and disinfected, the floor surface shall be swept. A wet mop, mop bucket and wringer, and germicidal detergent solution shall be used to remove all soil and non-permanent stains from the entire area. The germicidal detergent solution shall be changed periodically and remain clear, or the area damp mopped shall be rinsed with clear water. All accessible areas shall be damp mopped and disinfected. Chairs, trash receptacles, etc. shall be moved when necessary to mop underneath. After being damp mopped and disinfected, the floor shall have a uniform appearance with no streaks, swirl marks, detergent residue, or any evidence of soil. There shall be no splash marks or mop streaks on furniture, walls, baseboards, etc.

8.15 Descal Toilet and Urinals

- 8.15.1 Use non-acid or acid-type bowl cleaner and a nylon bowl mop to remove scale, scum, mineral deposits, rust stains, etc., from toilet bowls and urinals. After descaling, the entire surface shall be free from streaks, stains, scale, scum, mineral deposits, rust stains, etc. Caution must be used to prevent damage to adjacent surfaces caused by spills of the acid-type bowl cleaner.

8.16 Disinfect Furniture, Fixtures, Walls, Partitions, Doors, Etc.

- 8.16.1 Use a sponge or cloth and germicidal detergent solution to damp wipe and disinfect all surfaces of furniture, fixtures, walls, partitions, doors, etc. All surfaces shall be clean and disinfected, free of finger marks, smudges, and stains.

8.17 Dust Building and Furniture Surfaces

- 8.17.1 Use a lightly treated dust cloth, lightly treated hand-held dusting tool, lamb's wool dusting tool, tank vacuum with dusting attachments, or combination of these dusting tools, to remove all dust, lint, litter, dry soil, etc., from the horizontal surfaces of desks, chairs, file cabinets, and other types of office furniture and equipment and from horizontal ledges, window sills, blinds, hand rails, etc., below 7' 0" from the top of the floor surface. Items on desktops are not to be disturbed. After regular dusting, all such surfaces shall have a uniform appearance, be free of streaks, smudges, dust, lint, litter, etc. Dusting shall be accomplished by removal of soil from the area, not by rearranging it from one surface to another.
- 8.17.2 Artwork displays such as statutes and picture frames throughout the facility (Main Terminal and Concourses) are considered part of the building and should be cleaned and dusted under the specifications in section 8.17.1.

8.18 Dust Mop Non-Carpeted Floors

- 8.18.1 Use a clean dust mop of the largest suitable size for the area. At the end of each pass, turn the dust mop without lifting it from the floor, overlapping the previous pass by one or two inches. Continue this pattern until the entire area is free of visible soil. To remove the soil which has been collected, but does not adhere to the mop, carefully lift the mop head off the floor and lean the mop against the trash collection cart or the janitorial cart. Be careful not to let the mop head or handle touch building or furniture surfaces. Pick up the soil with a counter brush and dustpan. Dump the soil into the trash collection bag.
- 8.18.2 To remove the soil from the mop head, use an upright or tank vacuum with attachments to vacuum the soil from the head. Never pick the mop up from the floor and shake. If no vacuum is available, carefully hold the mop over a trash collection cart and brush with a utility brush. Once completed floors shall be clean and free from spots, stains, dust, dirt, and other debris.

8.19 Empty Trash, Cigarette Butt Recycle, and Ash Receptacles

- 8.19.1 All waste receptacles, shredders, public ash receptacles, pencil sharpeners, and other trash containers within the area shall be emptied and returned to their initial location. Boxes, cans, papers, etc., placed near a trash receptacle and marked "TRASH" shall be removed. All waste from such trash receptacles shall be removed from the area and emptied into a designated trash dumpster or receptacle in such a manner as to prevent the adjacent area from becoming littered by such trash. Sand in cigarette butt receptacles shall be strained to remove ashes and debris.

8.20 Machine Scrub Concrete Floors and Seal

- 8.20.1 Machine scrubbing of concrete floors is defined as applying a detergent solution to all areas of the floor, allowing the solution to remain on the floor for three to five minutes, operating a floor machine operating at less than 200 rpm equipped with a blue or green floor pad over all accessible floor areas (including those areas which can be made accessible by the removal of non-fixed furnishings), manually scrubbing those areas which are inaccessible to the floor machine, removing the solution from the floor and rinsing the floor twice with clear water. Once floor is completely dry, apply concrete sealer following manufacturer's recommendations. Once completed concrete floors shall be clean and free from dust, dirt, and other debris.

8.21 Machine Scrub and Recoat

- 8.21.1 Machine scrub and recoat is performed on floors that have deteriorated significantly losing the desired "wet" look but are not yet ready to be stripped and refinished. In order to perform this procedure, it should be determined that some floor sealer and finish remains on the floor. Machine scrubbing is defined as applying a detergent solution to all areas of the floor, allowing the solution to remain on the floor for three to five minutes, operating a floor machine operating at less than 200 rpm, equipped with a blue or green floor pad, over all accessible floor areas (including those areas which can be made accessible by the removal of non-fixed furnishings), manually scrubbing those

areas which are inaccessible to the floor machine, removing the solution from the floor and rinsing the floor twice with clear water. Recoating shall then be accomplished by applying one or more coats of metal cross link polymer floor finish as specified in the contract. After recoating, the floor residue should be removed from baseboards, kick plates, building and furniture surfaces.

- 8.21.2 See Stone Care Instructions. Estimated Quantity 400,000 sq. ft. Machine scrub polished granite using a stone floor cleaner and rinse thoroughly. Apply material and scrub using automatic scrubbers and red pads with vacuum in the up (or off) position. Allow to dwell for 5-10 minutes. After sufficient dwell time, rinse with clean water and vacuum down (or on). A de-foaming agent in the vacuum tank recommended. Immediately after completely rinsing, apply the cleaner using automatic scrubbers and clean red pads. Buff floor with white pads and high-speed buffers/burnishers.
- 8.21.3 Dilution and Coverage Rates:
 - a. SCS = 10 liters for every 20 gallons of water (covers 40,000 sq. ft.)
 - b. DCC = 2 liters to every 20 gallons of water (covers 40,000 sq. ft.)
- 8.21.4 Scrub rough cut and honed (not polished) granite. Machine scrub using a stone floor cleaner and rinse thoroughly. Apply material and scrub using automatic scrubbers and non –abrasive stiff bristle brushes with vacuum in the up (or off) position. Allow to dwell for 5-10 minutes. After sufficient dwell time, rinse with clean water and vacuum down (or on). A de-foaming agent in the vacuum tank is suggested. Immediately after completely rinsing, apply a stone floor cleaner using automatic scrubbers and clean “soft bristle” brushes.
- 8.21.5 Resurface polished granite floors. Polish floors using diamond polishing/grinding disks. Following grinding/polishing with diamond disks, floors should be polished with a granite polish to restore the original luster to the floor.

8.22 Machine Scrub Restroom Floors

- 8.22.1 Machine scrubbing of floors is defined as applying a germicidal detergent solution to all areas of the floor, allowing the solution to remain on the floor for three to five minutes, operating a floor machine operating at less than 200 rpm, equipped with a blue or green floor pad over all accessible floor areas (including those areas that can be made accessible by the removal of non-fixed furnishings), manually scrubbing those areas that are inaccessible to the floor machine, removing the solution from the floor and rinsing the floor twice with clear water. There shall be no dirt, streaks, mop swirls, or shadowing, and all floors shall be scrubbed to a clean and uniform glossy appearance.

8.23 Partially Vacuum Carpeted Floors

- 8.23.1 Use an upright carpet vacuum to remove obvious soil and litter from the carpet. After the carpeted surface has been completely vacuumed, it shall be free of all visible litter, soil, and embedded dirt/mud.

8.24 Monitoring Specifications

8.24.1 Remove litter. Sweep or vacuum obvious soil from floors and mats. Spot clean unsightly soil from building, fixture and furniture surfaces. Spot mop floors to remove liquids and unsightly soil. Empty trash and ash receptacles that may become full prior to the next scheduled cleaning. Check all recycle containers, empty into appropriate waste containers and replace with a new liner. Clean the interior and exterior of containers as needed. Refill paper towel, toilet tissue, hand soap, and other dispensers, or their batteries, that may become depleted prior to the next scheduled cleaning. Refill of dispensers will not take place too early so as to generate unnecessary waste of supply product. There shall be no refill of toilet tissue where there is more than a quarter inch left on the roll. Remove carpet stains. Empty/dry vacuum or exchange if necessary, wet or ineffective entrance mats.

8.25 Monitor Floors to Remove Litter

8.25.1 All visible and/or reported litter such as paper, rubber bands, paper clips, chewing gum, dead insects/rodents (moths, beetles, mice, or birds, etc.) shall be appropriately picked up, swept up, or vacuumed and placed in the proper waste collection container.

8.26 Remove Trash and Debris from the Field of Air Exhibit

8.26.1 The Field of Air Exhibit is located in the exterior of the Main Terminal (South)
8.26.2 The Contractor will be responsible for removing trash and debris on an as needed/as requested frequency.

8.27 Rearrange Furniture as Required

8.27.1 All furniture moved by the Contractor's employees during the performance of the work shall be returned to its' appropriate location in a timely manner. Additionally, all other office furniture such as chairs, waste receptacles, or planters shall be returned to their appropriate location. There shall be no dust buildup or lint on furniture, seats, fixtures, counters, cabinets, and workstations.

8.28 Recoat Non-Carpeted Floors with Metal Cross-Link Polymer Floor Finish

8.28.1 Recoating is performed to replace floor finish that has been removed by normal activity and floor maintenance procedures. Recoating should be performed to restore a floor to a uniform and glossy appearance before it is necessary to strip, seal, and refinish. Recoating is defined as the application of one or more coats of finish to a floor to within six (6) inches of the baseboards after the floor has been thoroughly dust mopped and machine scrubbed.

8.29 Refill Paper Towel, Toilet Tissue, Hand Soap, and Feminine Hygiene Dispensers

8.29.1 All dispensers shall be completely filled to the proper level. The paper supplies and hand soap shall be placed in the dispensers in accordance with the directions of the dispenser manufacturers. Hand soap dispensers and adjacent surfaces shall be wiped to remove

spillage. Dispensers shall be clean and free of finger marks, smudges, and other defacing marks.

8.30 Replace Obviously Soiled or Torn Trash Receptacle Liners

8.30.1 All plastic liners that are torn or obviously soiled shall be removed from trash receptacles and replaced with new plastic liners. The liners shall be folded back over the rim of the receptacle.

8.31 Spray and/or Spot Clean Furniture, Fixtures, Walls, Partitions, Doors, Etc.

8.31.1 Use a sponge, clean cloth, and spray bottle of neutral detergent, germicidal detergent, or glass cleaner to remove fingerprints, smudges, marks, streaks, etc. from washable surfaces of walls, partitions, doors, furniture, fixtures, appliances, etc. Germicidal detergent shall be used in rest rooms, locker rooms, and drinking fountains. Glass cleaner shall be used on hard to remove spots. After spot cleaning, the surfaces shall have a clean, uniform appearance and be free of streaks, spots, and other evidence of removable soil. This includes both sides of glass in exterior doors and vestibules and in interior offices.

8.32 Spray and/or Spot Clean Trash and Ash Receptacles

8.32.1 The exterior of trash receptacles shall be damp wiped with neutral detergent solution from a spray bottle and a clean sponge or synthetic fiber cloth to remove evident soil. Wet spills on the interior of trash receptacles shall be removed. Cigarette butt receptacles shall be damp wiped with a sponge to remove evident soil. Lotion-type cleanser and an abrasive pad shall be used on hard-to-remove soil. In rest rooms, locker rooms, and food services areas, germicidal detergent shall be used in lieu of neutral detergent.

8.33 Spray and/or Spot Mop Non-Carpeted Floors

8.33.1 A wet mop, mop bucket, and wringer, and a neutral detergent solution shall be used to remove all obvious soil and non-permanent stains from the entire area. The neutral detergent solution shall be changed periodically and remain clear, or the area spot mopped shall be rinsed with clear water.

8.33.2 Trash receptacles, chairs, etc., shall be moved when necessary to spot mop underneath and shall be moved back to their proper area in a timely manner. After being spot mopped the floor shall have a uniform appearance with not streaks, swirl marks, detergent residue, or any evidence of soil. There shall be no splash marks or mop streaks on furniture, walls, baseboards, etc., or mop strands remaining in the area. In restrooms, locker rooms, medical areas, food areas, and seating chairs, germicidal detergent shall be used in lieu of neutral detergent.

8.34 Spray—Buff or Burnish

8.34.1 Prior to being spray-buffed or spray-burnished, the floor surface shall be dust mopped. A single-disc floor machine, buffing pad, and a spray bottle with spray-buffing solution may be used to restore a uniform gloss and protective finish to resilient tile or terrazzo

floors that are finished with a metal-link polymer floor finish. The spray-buff solution shall be a premixed solution formulated as a companion product to the finish already on the floor. All areas accessible to the floor machine shall be spray buffed. If burnished, a restorer solution shall be applied to the floor and burnished according to manufacturer's instructions. Any restorer solution used shall be a companion product to the floor finish already on the floor. Chairs, trash receptacles, etc., shall be tilted or moved where necessary to spray-buff or spray-burnish underneath and shall be moved back to their proper area in a timely manner. The floor shall be dust mopped after spray-buffing or spray-burnishing. After spray-buffing or spray-burnishing, the entire floor shall have a uniform; glossy appearance, free of scuff marks, heel marks, and other stains, and shall have a uniform coating of floor finish. All spray-buff solution shall be removed from baseboards, furniture and trash receptacles.

8.35 Stone Care Instruction—Stone Floors throughout DEN

- 8.35.1 No products will be allowed in the care of stone floors without advanced written PA approval.
- 8.35.2 Maintenance for polished granite—machine scrub using an approved stone floor cleaner (no rinsing). Apply using automatic machines and clean red pads down (or on). Buff high speed with white pad. Dust mop as needed. Once completed floors shall be clean and free from dust, dirt, and other debris.
- 8.35.3 Maintenance for rough cut and honed (unpolished) granite - machine scrub using a stone floor cleaner (no rinsing). Apply using automatic machines and soft brushes with vacuum down (or on). Sweep as needed.

8.36 Strip and Refinish Floors

- 8.36.1 Stripping is defined as the complete removal, without damage to the floor surface, of all finish and/or sealer from all visible floor surfaces and from those floor surfaces that can be exposed by the removal of non-fixed furnishings. The Contractor shall be responsible only for the removal and return of items such as trash receptacles, tables, chairs, desks, etc. Stripping shall also include the complete removal of all marks, scuffs, stains, etc., except in cases in where there is damage to the floor surface. The stripping chemical(s) used shall meet the specifications given in this manual for the type of finish and/or sealer being stripped and shall be used according to the manufacturer's directions. The floors shall be scrubbed with a floor machine equipped with a stripping pad, except those areas in which the use of manual scrubbing devices is necessary to completely remove the finish and/or sealer (along walls, in corners, etc.).
- 8.36.2 The stripping solution and rinse water shall be picked up with a wet/dry vacuum except in areas where its use is impossible or impractical (very small areas, areas with low amperage circuits, etc.). All floor surfaces to which stripper has been applied shall be rinsed thoroughly with clean water. When a wet/ dry vacuum is used, the area shall be rinsed at least once after the stripping solution has been removed. If a mop is used to pick up the stripping solution, the area shall be rinsed at least twice.
- 8.36.3 Refinishing is defined as the proper application of at least three coats of finish to all areas. In areas where resilient tile is excessively worn or porous, one or more coats of

sealer shall be applied with a clean, fine strand, rayon mop head. No finish which has been removed from its original container shall be returned to that container. After the finish has dried, the reflectance shall be uniform and no streaks, swirls, etc., shall be visible. No stripping solution or finish shall remain on baseboards, doors, or other surfaces.

8.37 Sweep or Dust Mop Non-Carpeted Floors

8.37.1 Prior to sweeping the floor surface, use a mop and neutral detergent solution to remove spills and obvious soil from the floor, and use a putty knife to remove gum, tar, and other stick substances from the floor. On resilient tile, terrazzo, smooth sealed concrete or other smooth finished floor surfaces use a treated dust mop and dustpan to remove accumulated soil and litter. On rough, unsealed concrete, or other floors where dust mopping is not effective, use a push broom. The entire area to be swept shall be cleaned thoroughly to remove dust, dry soil, and other litter. Chairs and trash receptacles shall be tilted or moved where necessary to sweep underneath and shall be moved back to their proper area in a timely manner. After the floor has been swept, the floor surface, including corners and abutments, shall be free of streaks, litter, and spots caused by spills or tracking. Carpet-type entrance mats shall be cleaned to restore the resiliency of the carpet pile. Rubber polyester entrance mats shall be swept, vacuumed, or "hosed- down" to remove soil and grit. All entrance mats shall be lifted to remove soil and moisture underneath and shall then be returned to their normal location.

8.38 Main Terminal TSA Areas Specifications

Location	Task	Frequency
Checkpoint Screening Area	Non-TSE high touched surfaces areas to include tables, doorknobs, light switches, countertops, handles, desks, phones, chairs, keyboards, and floors	Daily
Private Screening	Non-TSE high touched surfaces areas to include tables, doorknobs, light switches, countertops, handles, desks, phones, chairs, keyboards, and floors	Daily
Recompose Area	Benches and chairs	Daily
Hand Sanitizing Stations (Before/After Checkpoints)	Refill hand sanitizer *DEN will provide refills.	Daily
Trash/ Recycle Receptacles	Empty trash/recycle receptacles	Twice per day
Carpets (Vacuum)	OSARP room	Daily
Carpets (Shampoo)	OSARP	Every two weeks
Carpet (Hot water extract)	OSARP	Monthly
Plexiglass Shielding	All person-facing acrylic surfaces	Weekly

(TDC, Divest, Baggage Claim, Bag Drop Off)		
Floor	Strip and Wax floor in the OSARP breakroom and locker room	Semi-Annual
Divestiture/ Recomposure Tables (stainless steel)	Surface areas	Hourly
Divestiture Bins/ Bowls all Manufacturers	Surface areas	Hourly
AT X-Ray Unit Smiths	Conveyor Belt	Twice Daily
All AT and CT Equipment all Manufacturers	Stainless steel side rails	Hourly
AT X-Ray Unit	Conveyor belt	Twice Daily
Automated Screening Lane (ASL) all Vendors	Side railing	Hourly
Advanced Imaging Technology (AIT)	AIT interior area	Daily
Advanced Imaging Technology (AIT)	AIT external surface	Daily
Breakrooms, Training Rooms, Admin Areas	High touched surface areas to include; tables, doorknobs, light switches, countertops, handles, desks, phones, chairs, keyboards, and floors. Sweep & mop floor (daily) Empty all trash/recycle receptacles (twice per day)	Daily
On Screen Alarm Resolution Procedure (OSARP) Room (Main Terminal level 6 Eastside mod 3)	Non-TSE high touched surface areas to include tables doorknobs, light switches, countertops, handles, desks, phones, chairs, keyboards, and floors.	Daily

8.39 Electrostatic (Spraying/Fogging) Disinfecting Services

- 8.39.1 The Contractor will provide Electrostatic (Spraying/Fogging) disinfecting services on an as needed basis. The Contractor will provide all required equipment, personnel and product required for this service.

SECTION 9: FREQUENCIES OF TASKS

9.1 Contractor Required Frequencies

- 9.1.1 The Contractor will provide services at the frequencies identified in Attachment 9, except those frequencies that have been identified by DEN.

NOTE: The Contractor and DEN may negotiate price for additional services due to increased frequencies in order to meet passenger demand and other potential changes in efficiencies. The Contractor shall demonstrate that the desired level of service can be met with lower frequencies or alternate methods.

- 9.1.2 Requested adjustments to the Scope of Work (SOW) as necessary to meet the minimum cleaning standards based on passenger traffic and or business needs can be adjusted in SOW.
- 9.1.3 Results of any such assessment will be addressed with the Company and Company will make modifications to the SOW in a collaborative effort with the PA. Adjustments may result in a staffing increase or decreases. If a reduction in staffing occurs there shall be a corresponding reduction in monthly invoicing.
- 9.1.4 Meeting the minimum frequencies does not excuse the Contractor from complying with the performance measures included in Section 12.
- 9.1.5 The Contractor is responsible for recording the number of frequencies completed per task and providing a monthly report to the PA to demonstrate compliance.

(See following pages for frequency charts)



FREQUENCIES of TASKS

NOTE: The Contractor and DEN may negotiate price for additional services due to increased frequencies in order to meet passenger demand and other potential changes in efficiencies. The Contractor shall demonstrate that the desired level of service can be met with lower frequencies or alternate methods.

YEAR 1 Frequencies		YEAR 2 Frequencies		YEAR 3 Frequencies		YEAR 4 & 5 Frequencies	
TASK	FREQUENCY						
FIRST AND SECOND SHIFT BASICS							
Rearrange out of place chairs and furniture.	2 x per shift						
Clean and disinfect all drinking fountains, all telephones and any kiosks.	2 x per shift						
Polish chrome and metal.	2 x per shift						
Remove trash and spot clean horizontal oversize baggage holding areas, to include stainless steel plates and floor behind plates.	2 x per shift						
Clean and disinfect water bottle filling stations	4 x per shift						
Clean the front and sides only of all boarding areas podium/ticket counter	1 x per shift						
Trash removal behind City/Common use ticket counters in the Main Terminal	2 x per shift						
Remove trash from trash receptacles behind ticket counters in boarding areas.	1 x per shift						
Spot clean building and furniture surfaces including all walls, pillars, stainless steel, counters, carousels, etc.	1 x per shift						
Sweep, spot mop and tack mop hard floor surfaces.	2 x per shift						
Dust and/or spray clean, polish dry where applicable, all surfaces including but not limited to: ledges, window sills/blinds, podiums, counters, consoles, furniture (as well as chair legs, arm rests, tops of lockers, etc.)	1 x per shift						
Remove gum, stickers, tape, etc.	as discovered and/or as requested						
Empty all trash containers as needed. Any container that is more than half full should be emptied. Replace with a new liner. Spot clean the exterior of the cans.	3 x per shift						
Check all recycle containers, empty into appropriate containers and replaced with a new liner as needed. Clean the interior and exterior of container as needed.	4 x per shift						
Monitor all floors, surfaces, equipment, planters, etc., and remove all litter and obvious trash. Sweep under all furniture. Report any lost item found (Deliver lost items to the City Lost and Found).	as discovered and/or as requested, min. 4 x shift						
Sweep at all entrances and exits. Vacuum mats at all entrances and exits.	4 x per shift						
Clean/Monitor nursing rooms	3 x per shift						
Clean/Monitor pet relief areas	4 x per shift						
Spot clean carpet	as discovered and/or as requested						



Dust mop all terrazzo floors with clean non-oily dust mop. Remove fine dust particles frequently from the mop with a vacuum hose. Remove any wet spillage by damp mopping.	2 X Per Day	2 X Per Day	2 X Per Day	2 X Per Day	2 X Per Day
THIRD SHIFT BASICS Check all recycle containers, empty into appropriate containers and replaced with a new liner as needed. Clean the interior and exterior of container.	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift
Clean and disinfect all drinking fountains, all telephones and kiosks. Polish chrome and stainless steel.	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift
Arrange furniture properly and neatly as required.	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift
Clean Upholstered furniture	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift
Clean building and furniture surfaces including all walls, pillars, stainless steel, counters, baggage claim carousels, etc.	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift
Vacuum mats at all entrances and exits. Sweep all entrances and exits.	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift
Remove gum, stickers, etc.	as discovered and/or as requested	as discovered and/or as requested	as discovered and/or as requested	as discovered and/or as requested	as discovered and/or as requested
Monitor, sweep, mop, and/or scrub all hard surface floors nightly.	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift
Vacuum all carpeted floors, including under all chairs and furniture. Clean all corners and edges.	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift
Remove carpet stains as needed.	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift
Empty all trash containers. Replace with a new liner. Clean the interior and exterior of the cans as needed.	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift
Hand mop/scrub perimeter floor area adjacent to windows, carousels, walls etc., to remove any buildup of wax, grease or other soil if applicable.	2 x per week	2 x per week	2 x per week	2 x per week	2 x per week
Burnish/ spray buff terrazzo and tile floors if applicable.	2 x per week	2 x per week	2 x per week	2 x per week	2 x per week
Damp mop and scrub the surface of all terrazzo floors with an All-purpose cleaner. Scrubbing is required with a skid-inhibiting surface or when a smooth surface becomes very soiled. Use a bristle brush or a bristle attachment on a power scrubber (not a nylon pad) using a detergent solution to dislodge the dirt. The type of detergent will depend on the degree and type of build-up on the floor surface. Use an All-purpose cleaner for areas exposed to light traffic dirt. Extremely heavy-duty soils, oil, grease, and rubber marks, etc. may be removed using a cleaner/degreaser to remove tire marks and other tough stains. After scrubbing, the floor should be rinsed and vacuumed to prevent the dirt from resetting on the floor.	Daily	Daily	Daily	Daily	Daily
Dust all vertical surfaces, facility wide, within arm's reach includes dusting and sweeping of carpeted wall surfaces and all vents.	Bi-Weekly	Bi-Weekly	Bi-Weekly	Bi-Weekly	Bi-Weekly
Dust the tops of all horizontal surfaces, facility wide, up to a height of twenty feet (20').	at least 1 x per month plus any additional request	at least 1 x per month plus any additional request	at least 1 x per month plus any additional request	at least 1 x per month plus any additional request	at least 1 x per month plus any additional request
Clean/Disinfect nursing rooms	at least 2 x per shift plus any additional or as needed	at least 2 x per shift plus any additional or as needed	at least 2 x per shift plus any additional or as needed	at least 2 x per shift plus any additional or as needed	at least 2 x per shift plus any additional or as needed
Clean/Disinfect pet relief areas	at least 2 x per shift plus any additional or as needed	at least 2 x per shift plus any additional or as needed	at least 2 x per shift plus any additional or as needed	at least 2 x per shift plus any additional or as needed	at least 2 x per shift plus any additional or as needed
OFFICE BASICS Empty all trash receptacles. Clean out the inside of the container if needed. Wipe down the exterior of the container. Replace the liner if needed.	1 X per day	1 X per day	1 X per day	1 X per day	1 X per day
Dust all horizontal building and furniture surfaces. Do not rearrange items on desks unless specifically told to do so.	3x per week	3x per week	3x per week	3x per week	3x per week
Spot clean all building and furniture surfaces.	1x per day	1x per day	1x per day	1x per day	1x per day
Arrange furniture as required.	1 x per shift	1 x per shift	1 x per shift	1 x per shift	1 x per shift



Pick up any obvious trash on the floor.	1x per shift, as needed
Clean and disinfect telephones.	
Sweep tile floors and mop as needed.	1 x per shift
Vacuum carpeted floors thoroughly.	1x per day as needed
De-trash all planters	3 x per week
Report any carpet stains that require special work and any broken or damaged items to your Supervisor immediately.	as discovered
Dust vents, partitions and window sills weekly. Also, dust window blinds where applicable once a week.	Weekly
Thoroughly wet mop all vinyl type floors and other hard surface flooring.	Weekly
Raised computer flooring to be damp mopped only and buckets with water are to remain outside of raised floor areas.	Monthly
Perform high dusting of horizontal surfaces over arms reach.	Monthly
Detail vacuum all carpeted areas along edges, corners and other hard to reach areas or areas inaccessible with upright.	Monthly
Vacuum upholstered furniture including under cushions where applicable.	Monthly or as needed
Steam clean to disinfect upholstered furniture	As needed
Clean and polish wooden surfaces on furniture	Clean weekly, Polish Quarterly
Perform high dusting of vertical surfaces over arms reach.	Quarterly or as needed
Wash painted doors, door jams, hinges etc.	Quarterly
Dust and/or damp wipe the interior of fluorescent light lenses.	Annually
Completely wash and polish dry all desks, file cabinets, credenzas, counters, consoles and other enclosures, housings etc.	Annually

Main Terminal and Concourse General Areas (Includes Hotel and Transit Center Outdoor Plaza, Outdoor Seating area on B Concourse, Hotel Elevator Lobbies Levels, A-Security, Bridges, Walkways, Commuter, and Common Areas)

MAIN TERMINAL AND CONCOURSE AREAS (INCLUDES HOTEL AND TRANSIT CENTER OUTDOOR PLATFORM, WEST SIDE HOTEL ELEVATOR LOBBY, A-SECURITY, BRIDGES, WALKWAYS, COMMUTER AND COMMON AREAS, OUTDOOR SEATING AREAS	
First and Second Shift – All areas listed shall be cleaned using the specifications listed under "First and Second Shift Basics".	same
Third Shift – All areas listed shall be cleaned using the specifications listed under "Third Shift Basics".	same

All City and County of Denver Offices Throughout the Facility (Includes Break Rooms)

ALL CITY AND COUNTY OF DENVER OFFICES THROUGHOUT THE FACILITY (INCLUDES BREAK ROOMS):	
A. ALL CITY OFFICES on Airport property including but not limited to the following: Call Center, Information Desk Locations and Press Room, Lost and Found, A-Concourse TSA, 4TH Floor Wellness Center, and Inter-Faith Chapel, "AOB" (Airport office building), AND SECONDARY CITY OFFICES All areas listed (and other as designated) will be cleaned 5 to 7 times per week	
First Shift	
All areas listed, (and others as designated) shall be cleaned 1x per day following the specifications listed under "Office Basics".	
Second Shift	
All areas listed (and others as designated) shall be monitored 1x per day according to specifications listed under "First and Second Shift Basics", upon request or as needed.	
Third Shift	
All areas listed (and others as designated) Will follow specification for Hard Surface "finish" floor and Carpet Cleaning specification	
B. Snow trailers, fire stations and training facility, glycol building	
First Shift – All areas listed except Fire Stations (and others as designated) shall be cleaned 2 times per week following the specifications listed under "Office Basics"	

1x per shift, as needed
1 x per shift
1x per day as needed
3 x per week
as discovered
Weekly
Weekly
Monthly
Monthly
Monthly or as needed
As needed
Clean weekly, Polish Quarterly
Quarterly or as needed
Quarterly
Annually
Annually

1x per shift, as needed
1 x per shift
1x per day as needed
3 x per week
as discovered
Weekly
Weekly
Monthly
Monthly
Monthly or as needed
As needed
Clean weekly, Polish Quarterly
Quarterly or as needed
Quarterly
Annually
Annually

1x per shift, as needed
1 x per shift
1x per day as needed
3 x per week
as discovered
Weekly
Weekly
Monthly
Monthly
Monthly or as needed
As needed
Clean weekly, Polish Quarterly
Quarterly or as needed
Quarterly
Annually
Annually



Second Shift
All areas listed except Fire Stations Will follow specifications listed under "First and Second Shift Basics" upon request or as needed
Third shift- All areas listed-Will follow specifications for Hard Surface "finish" floor and Carpet Cleaning specifications
All areas listed-Will follow specifications for Hard Surface "finish" floor and Carpet Cleaning specifications

Escalators and Powerwalks-All Areas Serviced

ESCALATORS; POWER WALKS –ALL AREAS SERVICED

Note: Primary cleaning of escalators will be on Third Shift. However, persons working in the area of any given set of escalators will be responsible for monitoring said escalators on a continuous basis, as equipment and traffic flow permits, on First and Second Shifts.

First and Second Shift (minimum requirement)

	YEAR 1 Frequencies
Dust and/or spray clean the stainless-steel ledges/ sills holding the glass partitions on the interior (step side).	1x per day
Spot clean the glass partitions on the interior (step side).	
Monitor, sweep and mop escalator "on/off" plates (i.e. metal floor plates).	1 x per Shift
Monitor, sweep step treads to remove dirt and debris lodged in treads.	3 x per day
Monitor floors, remove gum, litter, etc., from treads, landing.	3 x per day
Damp mop step treads to remove spills (i.e. coffee, soda pop, etc.).	3 x per day
Spray clean/ wipe down under sides of the rubber hand rails to remove dirt and grime.	3 x per day
Third Shift	
Dust and/or spray clean the stainless steel and other horizontal or inclined surfaces or ledges, sills, etc.	1 x per day
Wash the rubber hand railing completely.	
Utilizing an escalator "tread cleaning machine" or steel wire brushes clean the treads of each step to remove dirt, grime, residue, spilled liquids, etc., from grooves in steps and immediate areas.	1 x per day 2x monthly
Polish stainless-steel side panels on outer housing of escalator to height of seven feet (7') to top of escalator.	Weekly
Wash and/or polish "under side" stainless steel panels on escalator housing.	Semi-Annual

YEAR 2 Frequencies
1x per day
1 x per Shift
3 x per day
3 x per day
3 x per day
3 x per day
1 x per day
1 x per day
2x monthly
Weekly
Semi-Annual

YEAR 3 Frequencies
1x per day
1 x per Shift
3 x per day
3 x per day
3 x per day
1 x per day
1 x per day
2x monthly
Weekly
Semi-Annual

YEAR 4 & 5 Frequencies
1x per day
2 x per Shift
3 x per day
3 x per day
3 x per day
1 x per day
1 x per day
2x monthly
Weekly
Semi-Annual

Public Restrooms-All Areas Serviced

PUBLIC RESTROOMS –ALL AREAS SERVICED

First and Second Shift

Complete the following tasks, to include the Male and Female restrooms in the A Concourse Club Common Lobby. Required Frequencies will be presented by the Contractor and accepted by the PA. **(Contractor will need to fill out below chart as an attachment to the RFP response)** Frequencies will fluctuate as needed with prior approval of the PA in order to maintain clean restrooms throughout the facility. The Contractor and PA will meet frequently to discuss the effectiveness of established frequencies. The only exception to the frequency requirement is in CUSTOMS where tasks will be performed once per shift or as often as access is granted. The restroom cleaner must wear appropriate Personal Protective Equipment. After completion of work, gloves should be removed, and hands thoroughly washed. If gloves have contacted potentially infectious materials, they should be discarded.

Monitor floors, pick up all loose trash and debris in the restroom and place in the appropriate waste disposal container.

Hi use public restrooms (ticketing, baggage, main terminal, concourses) 12 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift

YEAR 2 Frequencies

Hi use public restrooms (ticketing, baggage, main terminal, concourses) 13 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift

YEAR 3 Frequencies

Hi use public restrooms (ticketing, baggage, main terminal, concourses) 14 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 10 x per shift

YEAR 4 & 5 Frequencies

Hi use public restrooms (ticketing, baggage, main terminal, concourses) 16 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 11 x per shift



<p>Empty trash receptacles and sanitary napkin disposal boxes by removing liners and dispose of in waste bag. Replace with a new liner.</p>	<p>Hi use public restrooms (ticketing, baggage, main concourses) 12 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 13 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 14 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 10 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 16 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 11 x per shift</p>
<p>Re-supply towels, tissue, seat covers and hand soap. Be sure that all dispensers are full. Clean all dispensers on a daily basis to avoid buildup of soap and film.</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 12 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 13 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 14 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 10 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 16 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 11 x per shift</p>
<p>First and Second Shift Clean the inside surfaces of commodes and urinals as needed with a bowl mop and bowl cleaner. Pay special attention to cleaning under the rims and corners of commodes and urinals.</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 12 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 13 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 14 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 10 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 16 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 11 x per shift</p>
<p>Clean the outside surfaces of the commodes and urinals, as needed, with disinfectant cleaner. Be sure to clean under the bowls and bottoms of the urinals. All metal and chrome should be polished with a clean, soft cloth. Pay special attention to the cleaning of walls and partitions adjacent to commodes and urinals. Clean and dry both sides of the toilet seats and leave them in an upright position.</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 12 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 13 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 14 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 10 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 16 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 11 x per shift</p>
<p>Clean sinks as needed with a disinfectant cleaner; liquid cleanser may be used as needed. Pay special attention to the chrome fixtures. Make sure that all pipes are cleaned daily.</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 12 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 13 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 14 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 10 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 16 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 11 x per shift</p>
<p>Clean all stainless steel and partitions as needed with water and/or wipe clean with a soft dry cloth. Remove any graffiti, stickers, etc.</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 12 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 13 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 8 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 14 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 10 x per shift</p>	<p>Hi use public restrooms (ticketing, baggage, main terminal concourses) 16 x per shift; Lower use public restrooms (mezzanines, transit center, specific designated concourse or main terminal restrooms) 11 x per shift</p>



1 x per shift	1 x per shift	1 x per shift	1 x per shift
1x per day	1x per day	1x per day	1x per day

Restroom floors should be mopped thoroughly using a cleaner disinfectant solution. All areas inaccessible to the mop must be hand scrubbed. Any gum or stickers should be removed. Disinfectant cleaner should be changed periodically to ensure that floors are not being cleaned with dirty water. At the end of the shift, mop heads should be cleaned and stored so that they will dry; mop heads should be replaced as needed.	1 x per shift
Any damaged, broken and/or missing items must be reported to Custodial Supervisor immediately.	
Clean out floor drains as needed and pour water down them to keep them from drying out.	1x per day

Public Restroom – Deep Cleaning

Public Restroom – Deep cleaning
 3rd Shift – Close the restroom to the general public for deep cleaning and perform the below tasks on each restroom. Frequencies will be presented by the Contractor and accepted by the PA. (Contractor will provide required minimum frequencies in below chart as an attachment to the RFP response) Frequencies will fluctuate as needed with prior approval of the PA in order to maintain clean restrooms throughout the facility. The Contractor and PA will meet frequently to discuss the effectiveness of established frequencies.

	YEAR 2 Frequencies	YEAR 3 Frequencies	YEAR 4 & 5 Frequencies
Vacuum the entrance walls, all ceiling vents, diffusers, and return air grills.	1x per week	1x per week	1x per week
Completely wash down partitions with a disinfectant solution and towel dry.	Daily	Daily	Daily
Completely wash down exterior portions of commodes and urinals with a disinfectant solution and towel dry. Ensure all calcium and or water stains are removed	1x per shift	1x per shift	1x per shift
Cover all mechanical dispensers with liquid resistant material. Wash and dry all ceramic tile walls with disinfectant solution.	1x per week	1x per week	1x per week
Wash all interior walls	1x per week	1x per week	1x per week
Machine scrub all floors including ceramic tile floors with disinfectant	2 x per month	2 x per month	2 x per month
Wash restroom fixtures, urinals, toilets, partitions and non-porous surfaces with Kaivac type power washing machine	1x per week	1x per week	1x per week
Clean pipes underneath sink	1x per week	1x per week	1x per week
Dust and wash tops of light fixtures not recessed in ceiling.	1 x per month	1 x per month	1 x per month
Dust and wash the interior side of light lenses where applicable.	Quarterly	Quarterly	Quarterly

Non-Public Restrooms

NON-PUBLIC RESTROOMS
First Shift – Shall be cleaned 2x per shift according to cleaning specifications listed under "Public Restrooms First and Second Shift".
Second Shift – Shall be cleaned 2x per shift according to cleaning specifications listed under "Public Restrooms First and Second Shift".
Third Shift – Shall be cleaned 1x per shift according to cleaning specifications listed under "Public Restrooms Third Shift".

Jet Bridges

JET BRIDGES	
Third Shift	
Spot Wash and dry all doors, rails and walls. Graffiti will be removed with approved chemical.	1 x per shift
Pick up any obvious trash on the floor.	1 x per shift
Sweep and thoroughly mop all rubber mat type floor and gutters where the rollers sit, paying special attention to all corners and edges.	1 x per shift
Remove gum, stickers, etc. from all surfaces	1 x per shift
Dust all light fixtures, horizontal ledges and the bridge console area.	1 x per shift
Vacuum all carpeted floor thoroughly areas along edges, corners and other hard to reach areas or areas inaccessible with upright.	1 x per shift
Shampoo carpet	Bi-Monthly or As needed

1.1 Stairwells- All Areas Serviced/ From Mezzanine to Ramp Level

STAIRWELLS – ALL AREAS SERVICED /FROM MEZZANINE TO ALL LEVELS

YEAR 2 Frequencies	YEAR 3 Frequencies	YEAR 4 & 5 Frequencies
1 x per shift	1 x per shift	1 x per shift
1 x per shift	1 x per shift	1 x per shift
1 x per shift	1 x per shift	1 x per shift
1 x per shift	1 x per shift	1 x per shift
1 x per shift	1 x per shift	1 x per shift
1 x per shift	1 x per shift	1 x per shift
Bi-Monthly or As needed	Bi-Monthly or As needed	Bi-Monthly or As needed



First and Second Shift				
Clean all doors, rails and walls. Graffiti may be removed with approved chemical.	1 x per shift	1 x per shift	1 x per shift	2 x per shift
Sweep and dust mop floors, paying special attention to all corners and edges. After sweeping, mop all floor surfaces.	1 x per day	1 x per day	1 x per day	1 x per day
Dust all vents.	1 x per week	1 x per week	1 x per week	2 x per week
Monitor floors, remove gum, stickers, tape, etc., from all surfaces.	1 x per day	1 x per day	1 x per day	1 x per day
Dust all light fixtures and horizontal ledges.	1 x per week	1 x per week	1 x per week	1 x per week
Third Shift				
Dust and/or vacuum all horizontal and inclined surfaces within arm's reach (i.e. ledges, steel I-beam, tops of fire extinguishers, tops of light fixtures, etc.)	Weekly	Weekly	Weekly	Weekly
Thoroughly wet mop floors/steps.	Weekly	Weekly	Weekly	Weekly
Dust and/or vacuum vertical surfaces (i.e. walls) to a height of 8' from each step and landing.	Quarterly	Quarterly	Quarterly	Quarterly
Wash all painted structural steel (i.e. I-beams, steel railings, etc.).	Quarterly	Quarterly	Quarterly	Quarterly
Wash fire extinguisher, holding bracket, etc.	Quarterly	Quarterly	Quarterly	Quarterly
Vacuum and/or wash any ductwork, conduit, pipes, vents and grills.	Quarterly	Quarterly	Quarterly	Quarterly
STAIRWELLS –ALL AREAS SERVICED /FROM MEZZANINE TO ALL LEVELS				
Wash all painted walls.	Quarterly	Quarterly	Quarterly	Quarterly
Wash the tops, sides, interior and exterior lens cover, reflector portion, etc., of light fixtures.	Quarterly	Quarterly	Quarterly	Quarterly

1.2 Elevators-All Areas Serviced

ELEVATORS –ALL AREAS SERVICED				
Complete the following two times per shift on First and Second Shift and once per shift on Third Shift.				
Sweep, dust mop and/or vacuum elevator floors.	1x per shift	1x per shift	1x per shift	1x per shift
Damp/ wet mop elevator floors.	1x per shift	1x per shift	1x per shift	1x per shift
Spot wash elevator walls to remove smudges, finger prints and/or other foreign substances. Polish dry.	1x per shift	1x per shift	1x per shift	1x per shift
Clean stainless steel with water and a clean cloth.	1x per shift	1x per shift	1x per shift	1x per shift
Sweep, brush or vacuum elevator tracks to remove dirt and debris.	1x per shift	1x per shift	1x per shift	1x per shift
Spot wash elevator doors and clean stainless steel.	1x per shift	1x per shift	1x per shift	1x per shift
Wash down elevator doors inside and out, towel dry.	Weekly	Weekly	Weekly	Weekly
Wash elevator tracks, towel dry.	Weekly	Weekly	Weekly	Weekly
Wash down elevator walls, towel dry.	Weekly	Weekly	Weekly	Weekly
Machine scrub and recoat hard surface floors with a minimum of (2) two coats of floor finish.	Quarterly	Quarterly	Quarterly	Quarterly

CUSTOMS AND INTERNATIONAL (Offices, Receiving, Maintenance, Baggage, and Common Areas)

CUSTOMS AND INTERNATIONAL (OFFICES, RECEIVING, MAINTENANCE, BAGGAGE, AND COMMON AREAS)				
First and Second Shift – All areas listed shall be cleaned 1x per shift (or upon request) using the specifications listed under "First and Second Shift Basics".				
Third Shift – All areas listed shall be cleaned 1x per shift (or upon request) using the specifications listed under "Third Shift Basics".				
4 th Level Terminal, "AOB", and Concourses Ramp/Apron Level, Loading Docks, Hallways, Parking Garage, Common Areas, and Corridors.				

4th level TERMINAL/A.O.B. AND CONCOURSES RAMP/APRON LEVEL LOADING DOCKS/ HALLWAYS/ PARKING/ GARAGE/ COMMON AREAS/CORRIDORS

First and Second Shift				
Collect trash from waste receptacles (dumpsters excluded) and remove to a designated area. Replace liner. Clean the inside of the container if needed.	1x per day	1x per day	1x per day	1x per day
Monitor for debris.	1x per day	1x per day	1x per day	1x per day
Clean ashtrays, change sand as necessary.	1x per day	1x per day	1x per day	1x per day

1 x per shift	1 x per shift	1 x per shift	2 x per shift
1 x per day	1 x per day	1 x per day	1 x per day
1 x per week	1 x per week	1 x per week	2 x per week
1 x per day	1 x per day	1 x per day	1 x per day
1 x per week	1 x per week	1 x per week	1 x per week
Weekly	Weekly	Weekly	Weekly
Weekly	Weekly	Weekly	Weekly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly

1x per shift	1x per shift	1x per shift	2 x per shift
1x per day	1x per day	1x per day	1 x per day
1x per week	1x per week	1x per week	2 x per week
1x per day	1x per day	1x per day	1 x per day
1x per week	1x per week	1x per week	1 x per week
Weekly	Weekly	Weekly	Weekly
Weekly	Weekly	Weekly	Weekly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly

1x per shift	1x per shift	1x per shift	2 x per shift
1x per day	1x per day	1x per day	1 x per day
1x per week	1x per week	1x per week	2 x per week
1x per day	1x per day	1x per day	1 x per day
1x per week	1x per week	1x per week	1 x per week
Weekly	Weekly	Weekly	Weekly
Weekly	Weekly	Weekly	Weekly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly
Quarterly	Quarterly	Quarterly	Quarterly

YEAR 2 Frequencies	YEAR 3 Frequencies	YEAR 4 & 5 Frequencies
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
Weekly	Weekly	Weekly
Weekly	Weekly	Weekly
Weekly	Weekly	Weekly
Quarterly	Quarterly	Quarterly

YEAR 2 Frequencies	YEAR 3 Frequencies	YEAR 4 & 5 Frequencies
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
Weekly	Weekly	Weekly
Weekly	Weekly	Weekly
Weekly	Weekly	Weekly
Quarterly	Quarterly	Quarterly

YEAR 2 Frequencies	YEAR 3 Frequencies	YEAR 4 & 5 Frequencies
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
1x per shift	1x per shift	2 x per shift
Weekly	Weekly	Weekly
Weekly	Weekly	Weekly
Weekly	Weekly	Weekly
Quarterly	Quarterly	Quarterly

YEAR 2 Frequencies	YEAR 3 Frequencies	YEAR 4 & 5 Frequencies
1x per day	1x per day	1x per day
1x per day	1x per day	1x per day
1x per day	1x per day	1x per day

YEAR 2 Frequencies	YEAR 3 Frequencies	YEAR 4 & 5 Frequencies
1x per day	1x per day	1x per day
1x per day	1x per day	1x per day
1x per day	1x per day	1x per day

YEAR 2 Frequencies	YEAR 3 Frequencies	YEAR 4 & 5 Frequencies
1x per day	1x per day	1x per day
1x per day	1x per day	1x per day
1x per day	1x per day	1x per day



Sweep dock areas, vehicle drive in, truck parking areas. Remove foreign substances from floors. Oil puddles to be covered with an oil absorbent type product to facilitate sweeping up of oil.	1x per day
Wet wipe hand rails and other railing.	1x per day
Brush off guard rails in front of block glass.	1x per day
Spot wash doors and door frames to A.O.B., weather/temperature permitting.	Weekly
Sweep walkway areas.	Weekly
Machine scrub oil spots with a degreasing agent (temperature permitting).	Weekly
Damp wipe lighting units hanging down over dock (truck unloading lights).	Quarterly
Machine scrub A.O.B. dock (weather/temperature permitting).	Monthly
Wash painted walls on dock up to a height of 8'.	Monthly
Wash doors from dock to maintenance area.	Quarterly
Brush/vacuum and wash louvers/grills on the vertical part of dock.	Quarterly
Dust/brush/vacuum heating units hanging over dock.	Quarterly
Vacuum the air return, exhaust intake and other ventilating grills protruding from overhead ductwork.	Quarterly
Third shift	Annually
Machine scrub concrete floors/Seal concrete floors listed in (10.)	5 x per week scrub, Quarterly seal

1x per day
1x per day
1x per day
Weekly
Weekly
Weekly
Quarterly
Monthly
Monthly
Quarterly
Quarterly
Annually
5 x per week scrub, Quarterly seal

1x per day
1x per day
1x per day
Weekly
Weekly
Weekly
Quarterly
Monthly
Monthly
Quarterly
Quarterly
Annually
5 x per week scrub, Quarterly seal

1x per day
1x per day
1x per day
Weekly
Weekly
Weekly
Quarterly
Monthly
Monthly
Quarterly
Quarterly
Annually
5 x per week scrub, Quarterly seal

Sidewalks, Islands, Entry Areas, and Walk Ramps to Parking—Includes Ground Transportation Level 5, the Hotel and Transit Center Level 1 Train Platform, and Public Transportation Area (PTCA)

SIDEWALKS, ISLANDS, ENTRY AREAS, AND WALK RAMPS TO PARKING

First and Second Shift	1 x per shift
Dust or damp wipe all signage.	1 x per shift
Spot clean the exterior of trash receptacles.	1 x per shift
Spot clean all building and furniture surfaces.	as discovered and/or upon request
Remove gum, stickers, tape, etc.	
Sweep and monitor all sidewalk, stair, and floor areas to remove litter.	1 x per shift
Sweep and monitor between doors, sweep out all entrance areas.	1 x per shift
Empty all trash receptacles and replace liners. Empty all ashtrays and clean ashtrays with general purpose cleaner.	4 x per shift
Third Shift	1 x per shift
Spot clean the exterior of trash receptacle as needed.	1 x per shift
Clean all walls, handrails and building surfaces daily.	1 x per shift
Sweep all sidewalk, stair, and floor areas to remove litter.	1 x per shift
Sweep between doors and sweep out all entrance areas.	1 x per shift
Dust and/or damp wipe all signage.	1 x per shift
Vacuum all floor mats.	1 x per shift
Remove all gum, stickers, tape, etc.	as discovered and/or upon request
Empty all trash receptacles and replace liners. Empty all ashtrays and clean with a general-purpose cleaner.	1x per shift
Wash down all doors, door jams and kick plates to remove grime and other soil.	Quarterly

1 x per shift
1 x per shift
1 x per shift
as discovered and/or upon request
1 x per shift
1 x per shift
4 x per shift
1 x per shift
1 x per shift
1 x per shift
1 x per shift
1 x per shift
1 x per shift
as discovered and/or upon request
1x per shift
Quarterly

1 x per shift
1 x per shift
1 x per shift
as discovered and/or upon request
1 x per shift
1 x per shift
4 x per shift
1 x per shift
1 x per shift
1 x per shift
1 x per shift
1 x per shift
as discovered and/or upon request
1x per shift
Quarterly

1 x per shift
1 x per shift
1 x per shift
as discovered and/or upon request
1 x per shift
1 x per shift
4 x per shift
1 x per shift
1 x per shift
1 x per shift
1 x per shift
1 x per shift
as discovered and/or upon request
1x per shift
Quarterly

Tritrators- Concourses

Tritrators A, B & C concourse

First shift	2 x per shift
Clean sink and stock paper towel and soap dispensers	
Second shift	2 x per shift
Clean sink and stock paper towel and soap dispensers	

2 x per shift
2 x per shift

2 x per shift
2 x per shift

Trash Chute Rooms and Ramp Level Trash/Recycling Compactor Rooms



B Concourse									
B Concourse Train Station	Acid Wash and Machine Scrub							Monthly	Monthly
B Concourse Ramp Level	Acid Wash and Machine Scrub							Monthly	Monthly
C Concourse									
C Concourse Train Station	Acid Wash and Machine Scrub							Monthly	Monthly
C Concourse Ramp Level	Acid Wash and Machine Scrub							Monthly	Monthly
C Concourse - Center Core - Concourse Level	Acid Wash and Machine Scrub							Monthly	Monthly
HARD SURFACE/ TERRAZZO "FINISH" FLOORS:									
Area Work to Be Performed								Frequency	Frequency
Main Terminal									
Great Hall Center	Machine Scrub and Recoat (2 coats finish)							Bi-monthly	Bi-monthly
Great Hall Center	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)							Annually	Annually
All public areas on level 5 to include East and West Baggage Claim Area	Dust mop floors							Daily	Daily
All public areas on level 5 to include East and West Baggage Claim Area	Machine Scrub and Seal							3x per year	3x per year
All public areas on level 5 to include East and West Baggage Claim Area	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)							Annually	Annually
A Concourse									
Ramp level	Machine Scrub and Recoat (2 coats finish)							3x per year	3x per year
Ramp level	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)							Annually	Annually
Center Core - Concourse Level	Machine Scrub and Recoat (2 coats finish)							3x per year	3x per year
Center Core - Concourse Level	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)							Annually	Annually
Subcore - Concourse Level	Machine Scrub and Recoat (2 coats finish)							Quarterly	Quarterly
Subcore - Concourse Level	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)							Annually	Annually
B Concourse									
Area Work to Be Performed								Frequency	Frequency
Ramp level	Machine Scrub and Recoat (2 coats finish)							3x per year	3x per year
Ramp level	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)							Annually	Annually
Center Core - Concourse Level	Machine Scrub and Recoat (2 coats finish)							3x per year	3x per year
Center Core - Concourse Level	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)							Annually	Annually
Subcore - Concourse Level	Machine Scrub and Recoat (2 coats finish)							Quarterly	Quarterly
Subcore - Concourse Level	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)							Annually	Annually
C Concourse									
Ramp level	Machine Scrub and Recoat (2 coats finish)							3x per year	3x per year
Ramp level	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)							Annually	Annually



Area	Work to Be Performed	Frequency
Subcore - Concourse Level	Machine Scrub and Recoat (2 coats finish)	Quarterly
Subcore - Concourse Level	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)	Annually
Non-Specified Areas		
Public Areas	Machine Scrub and Recoat (2 coats finish)	Quarterly
Public Areas	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)	Annually
Non-Public Areas	Machine Scrub and Recoat (2 coats finish)	3x per year
Non-Public Areas	Machine Strip, Seal, Finish (2 coats seal, 3 coats finish)	Annually
CARPET CLEANING		
Area	Work to Be Performed	Frequency
Main Terminal		
6th level east Entrances	Low Moisture Extraction	Monthly
6th level west Entrances	Low Moisture Extraction	Monthly
5th level east Entrances	Low Moisture Extraction	Monthly
5th level west Entrances	Low Moisture Extraction	Monthly
East elevator lobbies 1 - 6	Low Moisture Extraction	Monthly
West elevator lobbies 1 - 6	Low Moisture Extraction	Monthly
East/west level 5 & 6 door entrance mats	Low Moisture Extraction	Monthly
Customs carousel area	Low Moisture Extraction	Monthly
A connector	Low Moisture Extraction	Monthly
East side baggage	Low Moisture Extraction	Monthly
West side baggage	Low Moisture Extraction	Monthly
East phone banks	Low Moisture Extraction	Monthly
West phone banks	Low Moisture Extraction	Monthly
Great hall south	Low Moisture Extraction	Monthly
Great hall north	Low Moisture Extraction	Monthly
"AOB" lobbies and halls	Low Moisture Extraction	Monthly
A CONCOURSE:		
Center core mezzanine	Low Moisture Extraction	Monthly
Concourse 1 east	Low Moisture Extraction	Monthly
Concourse 1 west	Low Moisture Extraction	Monthly
Concourse 2 east	Low Moisture Extraction	Monthly
Hold rooms east	Low Moisture Extraction	Monthly
Hold rooms west	Low Moisture Extraction	Monthly
Jetways	Low Moisture Extraction in Summer / Dry Clean in Winter	Monthly
Ramps / lower bridge	Low Moisture Extraction	Monthly
Ramps / upper bridge	Low Moisture Extraction	Monthly
Commuter gates	Low Moisture Extraction	Monthly
B CONCOURSE:		
Center core mezzanine	Low Moisture Extraction	Monthly
Concourse 1 east	Low Moisture Extraction	Monthly



Concourse 1 west	Low Moisture Extraction	Monthly	Monthly
Concourse 2 east	Low Moisture Extraction	Monthly	Monthly
Concourse 2 west	Low Moisture Extraction	Monthly	Monthly
Concourse 3 east	Low Moisture Extraction	Monthly	Monthly
Concourse 3 west	Low Moisture Extraction	Monthly	Monthly
Subcore/mezzanine areas	Low Moisture Extraction	Quarterly	Quarterly
Hold rooms east	Low Moisture Extraction	Monthly	Monthly
Hold rooms west	Low Moisture Extraction	Monthly	Monthly
Jetways	Low Moisture Extraction in Summer/ Dry Clean in Winter	Monthly	Monthly
Commuter gates	Low Moisture Extraction	Monthly	Monthly
C CONCOURSE:			
Concourse 1 east	Low Moisture Extraction	Monthly	Monthly
Concourse 1 west	Low Moisture Extraction	Monthly	Monthly
Concourse 2 east	Low Moisture Extraction	Monthly	Monthly
Concourse 2 west	Low Moisture Extraction	Monthly	Monthly
Hold rooms east	Low Moisture Extraction	Monthly	Monthly
Hold rooms west	Low Moisture Extraction	Monthly	Monthly
Jetways	Low Moisture Extraction in Summer / Dry Clean in Winter	Monthly	Monthly
Non- Specified public areas	Low Moisture Extraction	6x per year	6x per year
Non- Specified, non - public areas	Low Moisture Extraction	Monthly	Monthly
Office areas	Low Moisture Extraction	Monthly	Monthly

SECTION 10: TOOLS AND EQUIPMENT CAPABILITY

10.1 Recommended (minimum) Tools and Equipment List

Equipment Type	Quantity	Manufacturer	Model
Two Way Radios	50	Harris	XG25 SCAN
Base Radio	1	Harris	LP18
Radio Chargers	4	Harris	DP-CH4G
Radio Chargers	8	Harris	DP-CH4H
Rotomac/Eureka Ec51/550 Duplex professional/Travelator or approved equal escalator Power walk cleaning machine	4		
Riding Floor Scrubber	3	Karcher	B150 D90
Floor Scrubber	6	Karcher	Saber Cutter 32"
Floor Machine	10	Karcher	20" Bolt
High Speed Burnisher	10	Karcher	Lightning 2000
Riding Burnisher	4	Karcher	Chariot iGloss 20"
Riding Floor Scrubber	4	Karcher	B150 D75
Lift	2	Genie	Gr-20
Wet-Dry Vacuum	20	Karcher	Recovery 18 (Gal)

Equipment Type	Quantity	Manufacturer	Model
Auto-scrubber and Floor Cleaner	8	Karcher	Cricket Auto Mop System
Backpack Vacuum Cleaner	16	Karcher	VP10
Backpack Vacuum Cleaner- Pro	4	Karcher	BV5/1 Bp
Upright Vacuum Cleaner	30	Karcher	Sensor S2 14"
All Surface Cleaner	10	Karcher	Compass 2
Compact Riding Sweeper	7	Karcher	Chariot 3 CV 86/1 RS Bp
Extra Battery Tray for Sweeper	7	Karcher	Chariot 3 Battery Exchange Kit
Escalator Cleaner	6	Cimex	X46
Washing Machine	1	Advanced Laundry	T-300 OPL - 20lb
Washing Machine	1	Advanced Laundry	T-600 OPL - 40lb
Industrial Dryer	2	Advanced Laundry	T-50 OPL Electric
50' Extension Cord	100	Husky	NA

1/2 Cubic Yard Tilt Truck (850#)	9	Rubbermaid	FG130500
1 Cubic Yard Tilt Truck	12	Rubbermaid	FG131500
Wheel Platform Cart	12	Rubbermaid	RCP4441GRA
Restroom Cleaning Cart	60	Rubbermaid	6173-GY
44-Gal Barrel	70	Rubbermaid	4444GY
Brute Dolly	70	Rubbermaid	3255
Mop Bucket with Mop Wringer	90	Rubbermaid	7570 and 6127
Cone/Chain Sign System	100	Rubbermaid	FG27600 +FG18401 chain
Wet Floor Signs	150	Rubbermaid	RCPS114-77
Closed Sign	50	Rubbermaid	RCP-614-78
Barricade System	36	Rubbermaid	9511
14" Fiberglass Stepladder	6	Werner	NA
10" Fiberglass Stepladder	6	Werner	NA
Heated Carpet Cleaning System	4	King Cobra	1200Pro
Walk Behind Extractor	7	Karcher	Voyager Duo
Carpet Spotter	8	Karcher	Presto 3
Box and Wand Extractor	8	Karcher	Dominator 17
Stand-On Extractor	9	Karcher	Chariot iExtract
Dry Carpet Cleaner	8	Karcher	iCapsol Deluxe
Air Blower	30	Karcher	Air mover 3
Pallet Powered Truck	1	Big Joe	D40 4,000#
Micro scrubber	12	Saber Blade	12
Carpet Extractor	4	Armada	40/22
Cartvac	20	Karcher	T11 Bp Liner DELUXE
Walk Behind Sweeper	2	Karcher	Radius 300

EQUIPMENT DESCRIPTION / SPECIFICATIONS		TOTAL
18' CUBE VAN, W/RAMP AND LIFT GATE		1
1/2 TON FULL SIZE PICKUP TRUCK, LONG BED, CREWCAB (with lift gates)		2
PASSENGER VAN	MINIMUM 5-PERSON CAPACITY	1
GOLF CART W/ EXTENDED ENCLOSED PLATFORM	BATTERY-POWERED CART W/6' PLATFORM AND SIDE PANELS	2

Miscellaneous Small Tools—In addition to the above listed items, the following items must be provided in sufficient amounts to be accessible to all janitorial employees.

EQUIPMENT TYPE
36" HANDLE PLASTIC LOBBY DUSTPAN
SYNTHETIC LOBBY BROOM
24" PUSH BROOM
3M FLAT MOP SYSTEM
12" SYNTHETIC ANGLED BROOM

20 OZ. BLEND MOP W/ QUICK-
CHANGE FIBERGLASS HANDLE
20 OZ. RAYON MOP W/ QUICK- CHANGE FIBERGLASS HANDLE
36" SYNTHETIC TACK MOP W/ FRAME AND HANDLE
RAPIDO FLAT DUST / WASH SYSTEM W/ ALUMINUM HANDLE
WALL WASHING KIT
STEEL WOOL
PAD, BROWN
PAD, BLACK
PAD, WHITE
PAD SWIVEL HOLDER
PAD HANDBLOCK
36" THREADED WOOD POLE W/ METAL TIP
DISPOSABLE NITRILE GLOVES
NON-DISPOSABLE LATEX GLOVES
DUST / MIST MASKS
DISPOSABLE COVERALLS
CELLULOSE SPONGE W/GREEN SCRUB BACKING
PUTTY KNIFE
GROUT BRUSH
GONG BRUSH
WIRE BRUSH
SAND SIFTER / STRAINER
48" - 72" LAMBSWOOL EXTENSION DUSTER

EQUIPMENT TYPE
12' TELESCOPING ALUMINUM POLE
36" FLOOR SQUEEGEE, NEOPRENE TYPE
HUDSON-TYPE PUMP SPRAYER
5-GALLON PLASTIC BUCKET
4" RAZOR-TYPE SCRAPER
RAZOR BLADE SCRAPER
STOOL MOP W/HOLDER
SHOP TOWELS, COTTON, NON- DISPOSABLE TYPE
FIRST AID SUPPLIES
SAFETY GLASSES
SAFETY GOGGLES

SECTION 11: SNOW REMOVAL

11.1 Snow Removal Areas

11.1.1 Main Terminal

- a. Level 5 and ramps to Level 5 parking decks on the East and West sides of the Main Terminal.
- b. Walkways, sidewalks, and medians adjacent to or extending from the Main Terminal.
- c. Level 6 walkways and sidewalks on the East and West sides.
- d. Exterior stairways located at each of the Main Terminal's four corners including all 6 floors of the building.

11.1.2 Parking Lots

- a. Sidewalks from the parking deck to the Economy lots on the East and West sides, including tunnels, stairways, ramps, and walkways from employee parking lots.
- b. East and West Economy Lots, including walkways, sidewalks, medians, bus shelters, and any entrance or exit gate areas above the curb line.
- c. Airside employee parking area and bus terminals (also known as the A/C and B Turnstile Buildings), including the buildings' entrance and exit areas, sidewalks, walkways, and medians adjacent to the Turnstile Buildings.
- d. Landside employee parking lot bus shelters.
- e. Pikes Peak parking lot sidewalks, walkways, medians, bus shelters, and any entry/exit gate areas above the curb line.
- f. Mt. Elbert parking lot sidewalks, walkways, medians, bus shelters, and any entry/exit gate areas above the curb line. This lot may not need to be serviced at the same frequency or level as the Pike's Peak lot. The CCS will advise the Contractor's need to service based on snow removal priorities and number of vehicles in the lot and update the PA in real time.

11.1.3 Commercial Vehicle Holding Lot and Ground Transportation building including building entrances, sidewalks, walkways, and medians around all buildings and any entry or exit gate areas above the curb line.

11.1.4 TSA/DPD dog kennel and Carpenter Shop building area sidewalks

11.1.5 Maintenance Center turnstile and entryways.

11.1.6 World Port DEN office sidewalks (excluding car rental areas and Paradise for Paws). This area may not need to be serviced at the same frequency or level as other areas. The CCS will advise the Contractor's need to service based on snow removal priorities and informing the PA in real time.

11.1.7 Satellite Security Office sidewalks. This area may not need to be serviced at the same frequency or level as other areas. The CCS will advise the Contractor's need to service based on snow removal priorities and informing the PA in real time.

11.1.8 There may be certain weather conditions in which the application of ice melt alone

may prevent the need to utilize hand shovels or motorized equipment. In these situations, the Contractor will consult with the Program Administrator who will work with the Contract Compliance Supervisor as to the recommended snow removal/ snow control method.

11.2 Specifications

- 11.2.1 The Contractor will ensure all responsible areas are free from snow and ice. The Contractor will treat surfaces with supplied de-ice materials.
- 11.2.2 The Contractor will use hand shovels, motorized snow brushes, brooms, miniature John Deere tractors, and snow blowers of various sizes to clear snow from sidewalks, walkways, building entrances, medians, ramps, tunnels, and other areas listed above. Contractor will be required to stage and/or move equipment to different locations prior to and during each snow event.
- 11.2.3 Contractor will endeavor to shovel, brush, or blow snow 1ft from curb.
- 11.2.4 Contractors duties will include the spreading of ice melt (provided by DEN) in the areas listed above.
- a. DEN has occasionally required the spreading of ice melt prior to the on-set of a snowstorm or other inclement weather. DEN anticipates that this will remain the case. The Contractor may need to provide ice melt spreading services prior to or after an official snow alert period.
 - b. There may be certain weather conditions in which the application of ice melt alone may prevent the need to utilize hand shovels or motorized equipment. In these situations, the Contractor will consult with the Contract Compliance Supervisor as to the recommended snow removal/ snow control method used.
- 11.2.5 At a Snow Alert Level, A or above, the Contractor shall require an adequate number of trained employees conducting snow removal to use equipment other than shovels, such as motorized brooms or tractors.

11.3 Snow Event Alert Levels and Staffing Requirements

Event Level	Parameters	<i>Personnel</i>
Cautionary	Up to 1"	12-18
Snow Alert A	>1" to 3"	18-24
Snow Alert B	>3" to 10"	24-40
Snow Emergency	>10" or 25kts or higher	

- 11.3.1 The personnel requirements above only include custodial staff. Additional staff will need to be brought in to maintain personnel levels, as outlined above. Managers and supervisors are not included in this requirement.

- 11.3.2 All exempt personnel performing snow removal duties will need to clock in and out for snow removal operations. Timecard reports may be requested at the discretion of the PA and/or CCS.
- 11.3.3 The Contractor will ensure that all shifts and breaks shall be staggered or have a period of overlap so there is minimal disruption in snow removal services. Any disruptions of snow removal services shall be no longer than 30 minutes.
- 11.3.4 The Contractor must still meet the daily staffing requirements during a snow event. Any custodial employees who are relocated from cleaning services to perform snow removal services will not be counted towards the daily total. If a custodian is moved from performing cleaning services to snow removal services for a portion of their shift, then only the percentage of time spent performing cleaning services will count toward the daily total.
 - a. For example: If a custodian works an 8-hour shift and is relocated to perform snow removal services for 2 hours of that shift, then the custodian will count as .75 towards the daily staffing total.
 - b. Supervisors and Managers overseeing both snow removal and cleaning services shall not be removed from the Daily Staffing total.
- 11.3.5 The Contractor must submit a snow removal report to the CCS at the start of each shift and any time there is a change in staffing. The report must include the following:
 - a. The name of the supervisors covering each area;
 - b. The name of each staff member performing snow removal services by area;
 - c. The number of hours each staff member will be performing snow removal services; and
 - d. The type of equipment used at each area. The CCS must keep the PA informed in real time.
- 11.3.6 If a custodian can only work a limited number of overtime hours and cannot work the entire shift, then the Contractor must replace that position with another employee of equal or greater rank. (i.e. replace a Custodian II with another Custodian II).
- 11.3.7 **Snow removal services shall be mandatory for each custodian and is considered as an essential part of each custodian's job duties under this contract.**

11.4 Equipment

- 11.4.1 All equipment and materials for snow removal and snow removal related services (excluding Contractor snow uniforms) shall be provided by DEN. Equipment repairs and maintenance for motorized equipment will be provided by DEN. All other equipment, including ice melt spreaders, shall be maintained by the Contractor.
- 11.4.2 The Contractor is responsible for the cleanliness of all equipment and ice melt storage facilities, at the end of each snow event.
- 11.4.3 The Contractor will not charge DEN for employee snow uniforms (including hats, gloves, coveralls, insulated and waterproof footwear and all pertinent personal protective

equipment), the laundering of snow gear, or for the costs of purchasing additional laundry equipment. The Contractor is responsible for providing these items to their employees.

- 11.4.4 The Contractor shall provide differentiated uniforms for Custodian I and Custodian II who perform snow removal services. This differentiation may be in the form of different colored safety vests or another form acceptable to the PA.
- 11.4.5 The Contractor will not charge DEN for food and beverages for employees providing snow removal duties.

11.5 Snow Removal Pricing

- 11.5.1 Contractor will invoice by hourly rate for snow labor hours worked during an official snow event.
- 11.5.2 The Contractor will provide two separate rates for employees participating in the snow removal services. 1st rate is for employees brought in on their scheduled day off for snow operations. 2nd rate is for employees that are on shift and are pulled from cleaning responsibilities and transitioned to snow.
- 11.5.3 The Contractor shall not charge any management fees in addition to the hourly rate.
- 11.5.4 The Contractor will only invoice for labor hours worked during an official call snow call-out, as determined by DEN's Airport Operations. Any labor hours worked outside of an official snow event for equipment training or other purposes related to snow removal services shall not be invoiced to DEN.
- 11.5.5 Any monthly invoices which include charges for snow removal shall also include copies of the timecards for employees who participated in the snow removal services.
- 11.5.6 All management personnel included in the billing must have worked 100% of their shift towards snow removal. For example, a supervisor who is supervising both the cleaning and snow removal operation for an area would not be included in the invoice.

SECTION 12: COMPLIANCE AND PERFORMANCE MEASURES

12.1 Non-Compliance

- 12.1.1 The Contractor shall be required to meet specified service and performance standards. The following will be considered non-compliant work:
 - a. The work tasks in an area were not performed in accordance with the performance standards;
 - b. Work tasks were not performed in their entirety;
 - c. The specified equipment, tools, and chemicals were not used or were not in good operating condition; and
 - d. The tasks were not performed within the scheduled work or shift or within the specified time frame.

12.2 Non-Waiver

- 12.2.1 Failure of the PA and/or Contract Compliance Supervisor to discover or reject unacceptable work or work not completed in accordance with this contract, shall not be deemed an acceptance thereof nor a waiver of DEN's right to a proper execution of the contract or any part of it by the Contractor.

12.3 Contractor's Quality Control Program

- 12.3.1 The Contractor shall provide and maintain an effective Quality Control Program acceptable to the Program Administrator and/or the Contract Compliance Supervisor. This program should include a work order system that has the capabilities to track all work requests, tasks and frequencies as outlined in **Section 8 Tasks and Section 9 Frequencies**. The Quality Control program will identify unsatisfactory facility cleanliness deficiencies through their inspection program. A corrective action plan will be presented on a weekly basis to the PA and/or CCS. The Contractor shall follow their detailed Quality Control Program as presented in their response to this RFP.
- 12.3.2 DEN recommends computerized recordkeeping for the Quality Control Program, which would be compatible with DEN technology/system, for the purpose of generating inspection reports.
- 12.3.3 Contractor's inspections shall be performed daily by the Quality Control Project Manager and Quality Control Inspectors throughout DEN to ensure continuous compliance.

12.4 Performance Management Plan

- 12.4.1 The Contractor's Performance Management Procedures must be included in the proposal and detailed with samples of any reports, logs, tools, etc. in addition to the required reports in Section 5.
- 12.4.2 The Contractor's authorized Manager and designated Supervisory staff shall meet weekly with DEN to review contract performance and present consistent innovation on how to maintain a clean facility.

12.5 Incentive Program

- 12.5.1 The Incentive Program will be administered quarterly and will consist of general areas such as, but not limited to, on-site Management Performance, Employee Performance, Equipment, Scheduling, and Customer Service. Individual categories under each area will be mutually agreed upon between the Contractor and the City and may be altered periodically to reflect any changes in responsibility due to the need of the facility. All categories will be based on the tasks outlined in Section 8 Tasks and Section 9 Frequencies of Tasks. Some category matrices may require statistical measurements provided by the Contractor and/or the City while others may require observational reports. The categories and matrices to be used during a particular quarterly review will be mutually determined and agreed upon prior to the start of that period. In the absence of mutual agreement following good faith discussions, the City shall designate categories and matrices.

12.5.2 The Contactor and the City will collect statistics and documentation relating to the categories throughout the quarterly period being measured. At the conclusion of the quarter, the Contractors' on-site management group and the Program Administrator will compile the information and schedule a meeting to score the Incentive Program for that period. This meeting will be conducted within 25 days of the end of the quarter being measured. Prior to the meeting, the Contractor and the City will exchange documentation each has compiled for review by each of the Incentive Program Review Board members who will perform a preliminary scoring of each category.

12.5.3 The Program Review Board will be comprised at a minimum of the following individuals:

- a. The Program Administrator;
- b. Additional City employees (chosen by the Program Administrator);
- c. Additional stakeholders not employed by the City (chosen by the Program Administrator); and
- d. The Contractor's Site Manager.

12.5.4 Any substitution of the above must be pre-approved by the Program Administrator. Additional individuals employed by the Contractor or the City may participate in the Incentive Program Review meeting. All Board members will have their scores applied to the final Incentive Program calculation.

12.5.5 Maximum amount of the Quarterly Incentive Award will be up to 1.5% of the applicable quarter's billing invoice amounts verified by the Program Administrator. The Contractor will submit a separate invoice for the Incentive Program Quarterly Award. The Incentive Program Award is to be distributed to on-site employees (100%) Exceptions to the quarterly incentive calculation include:

- a. Any Incentive Program Award from the previous month; and
- b. Deductions for not meeting the Performance Measures.

12.6 Contract Discrepancy Form (CDF)

12.6.1 When the CCS or CCC finds the Contractor's work unsatisfactory, he or she will note the defects using a CDF and informing the PA. The Contractor shall have one hour following the receipt of the CDF to reperform the work properly. If the Contractor fails to correct the defect within one hour, the CDF will be noted and a deduction from the monthly invoice will be authorized.

- a. The deduction for failure to re-perform the work shall be \$200 per occurrence

12.6.2 Exception: Defects in carpet and floor work will be given 48 hours to reperform.

- a. Carpet and floor work shall be \$1,000 per event.

12.7 Performance Measures

12.7.1 Based on the performance of the Contractor, the City may impose performance deductions to ensure quality performance is being obtained. Subcontractors shall follow and meet, all terms, conditions, provisions and requirements of the Contractor's contract. Primary shall be responsible for all associated deductions for performance objectives 1-5 for sub-contractor failure to perform.

Standard Number	Objective	Standard	Method of Assessment	Remedy
1.	Contractor will provide all required reports in Section 5 of the Contract	Reports will be submitted to the PA, CCS and SharePoint site, or another database approved by the City.	SharePoint site document verification	\$50.00 per report, per day, not submitted on time. (DEN will allow Flagship 30 days post transition to fine tune reports before remedies taking effect)
2.	Contract compliance with cleaning frequencies	Restroom Frequency tracking/scanning reports must match required frequencies for each restroom under Section 9.	The Contract Compliance Group will have access to Contractor's system and will monitor compliance.	Violation will result in a deduction of \$5.00 per missed scan per restroom. (DEN will allow Flagship 30 days post transition to fine tune reports before remedies take effect)
3.	Contract compliance with minimum staffing levels.	The Contractor shall maintain the following minimum of Full Time Employees (FTE's) at all times. 381 FTE's year #1 393 FTE's year #2 403 FTE's year #3	The Contractor will provide daily timecards to the Contract Compliance group.	Failure to meet minimum daily staffing levels will result in a \$500 deduction per shift per day off the contracted monthly invoice total. DEN and Flagship have agreed to the following transition period to meet 100% staffing requirements.

		<p>415 FTE's year #4 415 FTE's year #5 In addition to the above minimum staffing Flagship will provide the additional staff for the following for year 1-5 MT TSA - 5 FTE's Concourse Food Courts - 11 FTE's COVID 19 Disinfecting Services - 2 FTE's</p>		<p>Year 1 Mar 97% Year 1 April 98% Year 1 May 99% Year 1 June-Feb 100%</p>
<p>4.</p>	<p>Contract compliance with snow removal response</p>	<p>Personnel names, service locations, and numbers match reports given by the Contractor</p>	<p>Contract Compliance Coordinators monitor snow removal activities and ensure compliance with reports.</p>	<p>Non-Compliance will result in a deduction of \$50 per discrepancy.</p>
<p>5.</p>	<p>Contractors Deficiency Form</p>	<p>When the CCS or CCC finds the Contractor's work unsatisfactory, he or she will note the defects using a CDF and forward through email the completed CDF to the PA.</p>	<p>The Contractor shall have one hour following the receipt of the CDF to reperform the work properly. If the Contractor fails to correct the defect within one hour, the CDF will be noted and a deduction from the monthly invoice will be authorized. Defects in carpet and flooring work will be given 48-hours to re-perform.</p>	<p>Failure to re-perform work will result in a \$200 deduction per event. Failure to re-perform work within 48-hours will result in a \$1,000 deduction per event.</p>

SECTION 13: CONTRACT PRICING

13.1 Staffing Plan Adjustment

13.1.1 A fixed rate per employee per month will be used for staffing adjustments due to multiple Concourse and Main Terminal Construction projects that could potentially be completed during the term of this contract. Additions or reductions in staff must be approved in writing by the PA before this adjustment will be approved on the monthly invoices. This rate is the dollar amount per employee to be added to or subtracted from the contract if we increase or decrease staffing.

13.2 Pricing for Work Outside this Contract

13.2.1 Prices are to be provided for work conducted that are outside of the parameters of this contract. Charges must be pre-approved by the PA in writing.

13.3 Pricing Documents for all Areas to be serviced including hourly rates

(See following pages)

**CONTRACT PRICING**

Year 1

Proposal Item Pricing

FTE's**381**

Proposal Item	Area	Revised Proposal Year 1
(The listed estimated total square footage does not include A, B Concourse East and C Concourse Expansion Projects and		
	General Areas	\$227,183.69
	Offices	\$10,870.03
	Public Restrooms (9)	\$201,095.61
	Non-Public Restrooms (17)	\$32,610.10
	(41) Escalator (4) Power Walks	\$21,740.07
	Bridge from MT to A-Concourse & International	\$16,305.05
	(30) Stairwells	\$3,804.51
	(51) Elevators	\$10,870.03
	Ramp/Apron Level Loading Docks, Halls,	\$13,587.54
	Sidewalks, Islands, Entry Areas, & Walk Ramps	\$5,435.02
	Total	\$543,501.64
Proposal Item 2: Hotel and Transit Center (62,982 Sqft.)	Outdoor Plaza	\$1,184.21
	West Side Hotel Elevator Lobby	\$1,184.21
	(3) Public Restrooms	\$3,212.94
	Event Clean-Up	\$778.00
	Total	\$6,359.36
Proposal Item 3: Parking Structure East and West Mod 4	(6) Elevators/ (2) Elevator Lobbies	\$9,285.40
	Total	\$9,285.40
Proposal Item 4: Airport Office Building (97,400 sqft.)	General Areas	\$4,449.80
	Offices	\$3,011.36
	Non-Public Restrooms (12)	\$3,011.36
	Stairwells	\$273.76
	(4) Elevators	\$273.76
	Ramp/Apron Level Loading Docks, Halls, Parking, Garage & Common Areas	\$547.52



	Sidewalks, Entry Areas, & Walk Ramps	\$273.76
	Total	\$11,841.32
Proposal Item 5: Concourse A (763,410 sqft.)	General Areas	\$192,279.01
	Offices	\$12,722.45
	Public Restrooms (22)	\$164,412.20
	Non-Public Restrooms (13)	\$16,192.21
	(27) Escalators (19) Power Walks	\$15,729.57
	Jet Bridges (30)	\$37,010.76
	Stairwells	\$4,626.35
	(24) Elevators	\$8,096.10
	Ramp/Apron Loading Docks, Halls, & Common areas	\$11,565.86
	Total	\$462,634.52
Proposal Item 6: Concourse B (1,458,739 sqft.)	General Areas (include outdoor seating area)	\$273,378.77
	Offices	\$12,730.15
	Public Restrooms (28)	\$228,189.30
	Non-Public Restrooms (2)	\$9,547.62
	(30) Escalators (22) Power Walks	\$20,368.25
	Jet Bridges (63)	\$47,738.08
	Stairwells	\$6,365.08
	(24) Elevators	\$12,730.15
	Ramp/Apron Loading Docks, Halls, & Common areas	\$19,095.23
	Collect Trash/Sweep Floor in vestibule areas in basement	\$6,365.08
Total	\$636,507.71	
Proposal Item 7: Concourse C (364,071 sqft.)	General Areas	\$203,093.96
	Offices	\$8,122.18
	Public Restrooms (13)	\$117,732.27
	Non-Public Restrooms (4)	\$8,122.18
	(24) Escalators (8) Power Walks	\$14,213.82
	Jet Bridges (29)	\$30,458.19
	Stairwells	\$4,061.09



	Elevators (8)	\$8,122.18
	Ramp/Apron Loading Docks, Halls, & Common areas	\$12,183.27
	Total	\$406,109.16
	General Areas	\$492.77
	Offices	\$438.02
	Non-Public Restrooms (4)	\$821.28
	Stairwells	\$54.75
	Halls, Parking, Garage, & Common Areas	\$54.75
	Sidewalks, Entry Areas, & Walk Ramps	\$54.75
	Total	\$1,916.32
	General Areas	\$65.70
	Offices	\$65.70
	Non-Public Restrooms (2)	\$109.50
	Total	\$240.91
	General Areas, Halls & Common Areas	\$8,034.86
	Offices	\$873.01
	Public Restrooms (6)	\$2,402.83
	Non-Public Restrooms	\$873.01
	Escalators/Power Walks (4)	\$710.52
	Stairwells	\$473.68
	(2) Elevators	\$717.41
	Total	\$14,085.31
Proposal Item 8: W/A Deice Pad Building (2,708 sqft.) ARFF Training Facility (8,242 sqft) Fire Station 35 Admin. Area (4,334 sqft.)		
Proposal Item 9: Glycol Building (2,080 sq.ft.)		
Proposal Item 10: Customs and International (70,450 sq.ft.)		



Proposal Item 11: ARFF 1-4 and Fire Station 35 General Area ARFF-1 (3,944 sq.ft. Carpet, 2,010 sq.ft. Hard Floor) ARFF-2 (3,287 sqft. Carpet 1,364 sqft. Hard Floor) ARFF-3 (3,551 sf.ft. Carpet 1,006 sf.ft. Hard Floor) ARFF-4 (2,114 sq.ft.) Fire Station 35 (12,673 sq.ft. General Area)	General Areas, Halls & Common Areas	\$514.67
Proposal Item 12: Central Plant	General Areas, Halls & Common Areas	\$109.50
	Offices	\$54.75
	Non-Public Restrooms (2)	\$93.08
	Total	\$257.33
Proposal Item 13: Snow Removal	Snow Removal- Per Labor Hour (for personnel	\$40.16
	Snow Removal- Per Hour (for personnel that is	\$9.50
	Total	\$49.66
	Monthly Invoice Total (without snow and healthcare reimbursement)	\$2,093,253.64
	Annual Invoice Total (without snow and healthcare reimbursement)	\$25,119,043.67

Call in Snow Bill Rate, Straight Time	\$40.16
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Staff pulled from current shift Snow Bill Rate, Straight Time	\$9.50
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Additional Services, i.e. Special events, additional scope			
Year 1	Shift 1	Shift 2	Shift 3
Hourly Rate for Straight Time Custodian I	\$29.65	\$30.42	\$31.44
Hourly Rate for Straight Time Custodian II	\$30.39	\$31.16	\$32.06
Hourly Rate for Overtime Custodian I	\$43.88	\$45.02	\$46.53
Hourly Rate for Overtime Custodian II	\$44.98	\$46.12	\$47.45

Staffing Plan Adjustment	Per Full-time Employee per month, paid 173 hours		
	Shift 1	Shift 2	Shift 3
Custodian I	\$5,138.66	\$5,272.83	\$5,449.22
Custodian II	\$5,267.25	\$5,401.42	\$5,556.70

A fixed rate of (in the above chart) per employee per month will be used for staffing adjustments due to multiple Concourse and Main Terminal Construction projects that could potentially be completed during the term of this agreement. Additions or reductions in staff must be approved in writing by the PA before this adjustment will be approved on the monthly invoices. This rate is the dollar amount per employee to be added to or subtracted from the contract if we increase or decrease staffing.

- 1) Pricing is for Contract Term Year 1, 3/1/2021-2/28/2022
- 2) Pricing is based on the current wages effective 9/15/2020, plus the pricing includes a wage increase of \$.60/per hour on 9/15/2021.
- 3) Pricing includes the Year 1 Fringe/PW expense.
- 4) Future Wage & Fringe/PW increases are to be added at that time.



CONTRACT PRICING

Year 2
 Proposal Item Pricing **FTE's** **393**

Proposal Item	Area	Year 2
(The listed estimated total square footage does not include A, B Concourse East and C Concourse Expansion Projects and		
	General Areas	\$239,378.93
	Offices	\$11,453.54
	Public Restrooms (14)	\$211,890.44
	Non-Public Restrooms (17)	\$34,360.61
	(41) Escalator (4) Power Walks	\$22,907.08
	Bridge from MT to A-Concourse & International	\$17,180.31
	(30) Stairwells	\$4,008.74
	(51) Elevators	\$11,453.54
	Ramp/Apron Level Loading Docks, Halls,	\$14,316.92
	Sidewalks, Islands, Entry Areas, & Walk Ramps	\$5,726.77
	Total	\$572,676.88
Proposal Item 2: Hotel and Transit Center (62,982 Sqft.)	Outdoor Plaza	\$1,192.62
	West Side Hotel Elevator Lobby	\$1,192.62
	(3) Public Restrooms	\$3,234.75
	Event Clean-Up	\$783.74
	Total	\$6,403.74
Proposal Item 3: Parking Structure East and West Mod 4	(6) Elevators/ (2) Elevator Lobbies	\$9,347.54
	Total	\$9,347.54
Proposal Item 4: Airport Office Building (97,400 sqft.)	General Areas	\$4,482.58
	Offices	\$3,034.45
	Non-Public Restrooms (12)	\$3,034.45
	Stairwells	\$275.86
	(4) Elevators	\$275.86



	Ramp/Apron Level Loading Docks, Halls, Parking, Garage & Common Areas	\$551.72
	Sidewalks, Entry Areas, & Walk Ramps	\$275.86
	Total	\$11,930.76
Proposal Item 5: Concourse A (763,410 sqft.)	General Areas	\$190,139.40
	Offices	\$13,247.82
	Public Restrooms (22)	\$181,281.41
	Non-Public Restrooms (13)	\$16,860.87
	(27) Escalators (19) Power Walks	\$16,379.13
	Jet Bridges (30)	\$38,539.12
	Stairwells	\$4,817.39
	(24) Elevators	\$8,430.43
	Ramp/Apron Loading Docks, Halls, & Common areas	\$12,043.48
	Total	\$481,739.05
Proposal Item 6: Concourse B (1,458,739 sqft.)	General Areas (include outdoor seating area)	\$259,659.63
	Offices	\$13,219.16
	Public Restrooms (28)	\$261,175.12
	Non-Public Restrooms (2)	\$9,914.37
	(30) Escalators (22) Power Walks	\$21,150.65
	Jet Bridges (63)	\$49,571.84
	Stairwells	\$6,609.58
	(24) Elevators	\$13,219.16
	Ramp/Apron Loading Docks, Halls, & Common areas	\$19,828.73
	Collect Trash/Sweep Floor in vestibule areas in basement	\$6,609.58
	Total	\$660,957.81
Proposal Item 7: Concourse C (364,071 sqft.)	General Areas	\$195,419.43
	Offices	\$8,147.82
	Public Restrooms (13)	\$126,419.39

Year 2



	Non-Public Restrooms (4)	\$8,147.82
	(24) Escalators (8) Power Walks	\$14,258.68
	Jet Bridges (29)	\$30,554.32
	Stairwells	\$4,073.91
	Elevators (8)	\$8,147.82
	Ramp/Apron Loading Docks, Halls, & Common areas	\$12,221.73
	Total	\$407,390.91
	General Areas	\$496.55
	Offices	\$441.37
	Non-Public Restrooms (4)	\$827.58
	Stairwells	\$55.17
	Halls, Parking, Garage, & Common Areas	\$55.17
	Sidewalks, Entry Areas, & Walk Ramps	\$55.17
	Total	\$1,931.01
	General Areas	\$66.21
	Offices	\$66.21
	Non-Public Restrooms (2)	\$110.34
	Total	\$242.76
	General Areas, Halls & Common Areas	\$10,187.84
	Offices	\$1,426.61
	Public Restrooms (6)	\$6,905.60
	Non-Public Restrooms	\$1,272.13
	Escalators/Power Walks (4)	\$954.10
	Stairwells	\$713.31
	(2) Elevators	\$881.39
	Total	\$22,340.99
Proposal Item 8: W/A Deice Pad Building (2,708 sqft.) ARFF Training Facility (8,242 sqft) Fire Station 35 Admin. Area (4,334 sqft.)		
Proposal Item 9: Glycol Building (2,080 sq.ft.)		
Proposal Item 10: Customs and International (70,450 sq.ft.)		



Proposal Item 11: ARFF 1-4 and Fire Station 35 General Area ARFF-1 (3,944 sq.ft. Carpet, 2,010 sq.ft. Hard Floor) ARFF-2 (3,287 sqft. Carpet 1,364 sqft. Hard Floor) ARFF-3 (3,551 sf.ft. Carpet 1,006 sf.ft. Hard Floor) ARFF-4 (2,114 sq.ft.) Fire Station 35 (12,673 sq.ft. General Area)	General Areas, Halls & Common Areas \$518.61
Proposal Item 12: Central Plant	General Areas, Halls & Common Areas \$110.34 Offices \$55.17 Non-Public Restrooms (2) \$93.79 Total \$259.31
Proposal Item 13: Snow Removal	Snow Removal- Per Labor Hour (for personnel \$40.40 Snow Removal- Per Hour (for personnel that is \$9.56 Total \$49.96
Monthly Invoice Total (without snow and healthcare reimbursement) \$2,175,739.37	
Annual Invoice Total (without snow and healthcare reimbursement) \$26,108,872.45	

Call in Snow Bill Rate, Straight Time	\$40.40
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Staff pulled from current shift Snow Bill Rate, Straight Time	\$9.56
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Year 2



Additional Services, i.e. Special events, additional scope			
Year 2	Shift 1	Shift 2	Shift 3
Hourly Rate for Straight Time Custodian I	\$30.16	\$30.96	\$32.01
Hourly Rate for Straight Time Custodian II	\$30.91	\$31.71	\$32.64
Hourly Rate for Overtime Custodian I	\$44.63	\$45.82	\$47.37
Hourly Rate for Overtime Custodian II	\$45.74	\$46.93	\$48.30

Staffing Plan Adjustment	Per Full-time Employee per month, paid 173 hours		
	Shift 1	Shift 2	Shift 3
Custodian I	\$5,227.28	\$5,366.32	\$5,548.03
Custodian II	\$5,357.23	\$5,496.27	\$5,656.65

A fixed rate of (in the above) per employee per month will be used for staffing adjustments due to multiple Concourse and Main Terminal Construction projects that could potentially be completed during the term of this agreement. Additions or reductions in staff must be approved in writing by the PA before this adjustment will be approved on the monthly invoices. This rate is the dollar amount per employee to be added to or subtracted from the contract if we increase or decrease staffing.

- 1) Pricing is for Contract Term Year 2, 3/1/2022-2/28/2023
- 2) Pricing is based on the current wages effective 9/15/2020, plus the pricing includes a wage increase of \$.60/per hour on 9/15/2021.
- 3) Pricing includes the Year 1 Fringe/PW expense.
- 4) Future Wage & Fringe/PW increases are to be added at that time.



CONTRACT PRICING

Year 3
 Proposal Item Pricing **FTE's** **403**

Proposal Item	Area	Year 3
(The listed estimated total square footage does not include A, B Concourse East and C Concourse Expansion Projects and		
	General Areas	\$239,822.04
	Offices	\$11,474.74
	Public Restrooms (14)	\$212,282.67
	Non-Public Restrooms (17)	\$34,424.22
	(41) Escalator (4) Power Walks	\$22,949.48
	Bridge from MT to A-Concourse & International	\$17,212.11
	(30) Stairwells	\$4,016.16
	(51) Elevators	\$11,474.74
	Ramp/Apron Level Loading Docks, Halls,	\$14,343.42
	Sidewalks, Islands, Entry Areas, & Walk Ramps	\$5,737.37
	Total	\$573,736.94
Proposal Item 2: Hotel and Transit Center (62,982 Sqft.)	Outdoor Plaza	\$1,192.93
	West Side Hotel Elevator Lobby	\$1,192.93
	(3) Public Restrooms	\$3,235.59
	Event Clean-Up	\$783.95
	Total	\$6,405.40
Proposal Item 3: Parking Structure East and West Mod 4	(6) Elevators/ (2) Elevator Lobbies	\$9,349.96
	Total	\$9,349.96
Proposal Item 4: Airport Office Building (97,400 sqft.)	General Areas	\$4,483.74
	Offices	\$3,035.23
	Non-Public Restrooms (12)	\$3,035.23
	Stairwells	\$275.93
	(4) Elevators	\$275.93

Year 3



	Ramp/Apron Level Loading Docks, Halls, Parking, Garage & Common Areas	\$551.86
	Sidewalks, Entry Areas, & Walk Ramps	\$275.93
	Total	\$11,933.84
	General Areas	\$185,852.00
	Offices	\$13,935.42
	Public Restrooms (22)	\$204,846.57
	Non-Public Restrooms (13)	\$17,735.99
	(27) Escalators (19) Power Walks	\$17,229.25
	Jet Bridges (30)	\$40,539.41
	Stairwells	\$5,067.43
	(24) Elevators	\$8,868.00
	Ramp/Apron Loading Docks, Halls, & Common areas	\$12,668.57
	Total	\$506,742.62
Proposal Item 6: Concourse B (1,458,739 sqft.)	General Areas (include outdoor seating area)	\$257,292.42
	Offices	\$13,558.73
	Public Restrooms (28)	\$276,921.46
	Non-Public Restrooms (2)	\$10,169.05
	(30) Escalators (22) Power Walks	\$21,693.96
	Jet Bridges (63)	\$50,845.23
	Stairwells	\$6,779.36
	(24) Elevators	\$13,558.73
	Ramp/Apron Loading Docks, Halls, & Common areas	\$20,338.09
	Collect Trash/Sweep Floor in vestibule areas in basement	\$6,779.36
	Total	\$677,936.40
Proposal Item 7: Concourse C (364,071 sqft.)	General Areas	\$193,069.25
	Offices	\$8,486.08
	Public Restrooms (13)	\$142,130.94



	Non-Public Restrooms (4)	\$8,486.08
	(24) Escalators (8) Power Walks	\$14,850.64
	Jet Bridges (29)	\$31,822.80
	Stairwells	\$4,243.04
	Elevators (8)	\$8,486.08
	Ramp/Apron Loading Docks, Halls, & Common areas	\$12,729.12
	Total	\$424,304.04
	General Areas	\$496.67
	Offices	\$441.49
	Non-Public Restrooms (4)	\$827.79
	Stairwells	\$55.19
	Halls, Parking, Garage, & Common Areas	\$55.19
	Sidewalks, Entry Areas, & Walk Ramps	\$55.19
	Total	\$1,931.51
	General Areas	\$66.22
	Offices	\$66.22
	Non-Public Restrooms (2)	\$110.37
	Total	\$242.82
	General Areas, Halls & Common Areas	\$10,190.47
	Offices	\$1,426.98
	Public Restrooms (6)	\$6,907.38
	Non-Public Restrooms	\$1,272.46
	Escalators/Power Walks (4)	\$954.34
	Stairwells	\$713.49
	(2) Elevators	\$881.62
	Total	\$22,346.75
Proposal Item 8: W/A Deice Pad Building (2,708 sqft.) ARFF Training Facility (8,242 sqft) Fire Station 35 Admin. Area (4,334 sqft.)		
Proposal Item 9: Glycol Building (2,080 sq.ft.)		
Proposal Item 10: Customs and International (70,450 sq.ft.)		



Proposal Item 11: ARFF 1-4 and Fire Station 35 General Area ARFF-1 (3,944 sq.ft. Carpet, 2,010 sq.ft. Hard Floor) ARFF-2 (3,287 sqft. Carpet 1,364 sqft. Hard Floor) ARFF-3 (3,551 sf.ft. Carpet 1,006 sf.ft. Hard Floor) ARFF-4 (2,114 sq.ft.) Fire Station 35 (12,673 sq.ft. General Area)	General Areas, Halls & Common Areas \$518.75
Proposal Item 12: Central Plant	General Areas, Halls & Common Areas \$110.37 Offices \$55.19 Non-Public Restrooms (2) \$93.82 Total \$259.37
Proposal Item 13: Snow Removal	Snow Removal- Per Labor Hour (for personnel \$40.40 Snow Removal- Per Hour (for personnel that is \$9.56 Total \$49.96
	Monthly Invoice Total (without snow and healthcare reimbursement) \$2,235,708.40
	Annual Invoice Total (without snow and healthcare reimbursement) \$26,828,500.86

Call in Snow Bill Rate, Straight Time	\$40.40
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Staff pulled from current shift Snow Bill Rate, Straight Time	\$9.56
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Additional Services, i.e. Special events, additional scope			
Year 3	Shift 1	Shift 2	Shift 3
Hourly Rate for Straight Time Custodian I	\$30.52	\$31.33	\$32.39
Hourly Rate for Straight Time Custodian II	\$31.28	\$32.09	\$33.02
Hourly Rate for Overtime Custodian I	\$45.17	\$46.37	\$47.94
Hourly Rate for Overtime Custodian II	\$46.29	\$47.49	\$48.88

Staffing Plan Adjustment	Per Full-time Employee per month, paid 173 hours		
	Shift 1	Shift 2	Shift 3
Custodian I	\$5,290.15	\$5,430.68	\$5,614.33
Custodian II	\$5,421.48	\$5,562.01	\$5,724.11

A fixed rate of (in the above chart) per employee per month will be used for staffing adjustments due to multiple Concourse and Main Terminal Construction projects that could potentially be completed during the term of this agreement. Additions or reductions in staff must be approved in writing by the PA before this adjustment will be approved on the monthly invoices. This rate is the dollar amount per employee to be added to or subtracted from the contract if we increase or decrease staffing.

- 1) Pricing is for Contract Term Year 3, 3/1/2023-2/28/2024
- 2) Pricing is based on the current wages effective 9/15/2020, plus the pricing includes a wage increase of \$.60/per hour on 9/15/2021.
- 3) Pricing includes the Year 1 Fringe/PW expense.
- 4) Future Prevailing Wage & Fringe increases are to be added at that time.



CONTRACT PRICING

Year 4
 Proposal Item Pricing **FTE's** **415**

Proposal Item	Area	Year 4
(The listed estimated total square footage does not include A, B Concourse East and C Concourse Expansion Projects and		
	General Areas	\$248,553.20
	Offices	\$11,892.50
	Public Restrooms (14)	\$220,011.20
	Non-Public Restrooms (17)	\$35,677.49
	(41) Escalator (4) Power Walks	\$23,784.99
	Bridge from MT to A-Concourse & International	\$17,838.75
	(30) Stairwells	\$4,162.37
	(51) Elevators	\$11,892.50
	Ramp/Apron Level Loading Docks, Halls,	\$14,865.62
	Sidewalks, Islands, Entry Areas, & Walk Ramps	\$5,946.25
	Total	\$594,624.87
Proposal Item 2: Hotel and Transit Center (62,982 Sqft.)	Outdoor Plaza	\$1,190.12
	West Side Hotel Elevator Lobby	\$1,190.12
	(3) Public Restrooms	\$3,227.97
	Event Clean-Up	\$782.10
	Total	\$6,390.32
Proposal Item 3: Parking Structure East and West Mod 4	(6) Elevators/ (2) Elevator Lobbies	\$9,327.94
	Total	\$9,327.94
Proposal Item 4: Airport Office Building (97,400 sqft.)	General Areas	\$4,473.18
	Offices	\$3,028.08
	Non-Public Restrooms (12)	\$3,028.08
	Stairwells	\$275.28
	(4) Elevators	\$275.28



	Ramp/Apron Level Loading Docks, Halls, Parking, Garage & Common Areas	\$550.56
	Sidewalks, Entry Areas, & Walk Ramps	\$275.28
	Total	\$11,905.75
	General Areas	\$184,696.38
	Offices	\$14,155.96
	Public Restrooms (22)	\$212,185.33
	Non-Public Restrooms (13)	\$18,016.68
	(27) Escalators (19) Power Walks	\$17,501.92
	Jet Bridges (30)	\$41,180.98
	Stairwells	\$5,147.62
	(24) Elevators	\$9,008.34
	Ramp/Apron Loading Docks, Halls, & Common areas	\$12,869.06
	Total	\$514,762.28
Proposal Item 6: Concourse B (1,458,739 sqft.)	General Areas (include outdoor seating area)	\$264,113.31
	Offices	\$14,112.31
	Public Restrooms (28)	\$291,911.55
	Non-Public Restrooms (2)	\$10,584.23
	(30) Escalators (22) Power Walks	\$22,579.69
	Jet Bridges (63)	\$52,921.15
	Stairwells	\$7,056.15
	(24) Elevators	\$14,112.31
	Ramp/Apron Loading Docks, Halls, & Common areas	\$21,168.46
	Collect Trash/Sweep Floor in vestibule areas in basement	\$7,056.15
	Total	\$705,615.30
Proposal Item 7: Concourse C (364,071 sqft.)	General Areas	\$191,884.43
	Offices	\$8,645.61
	Public Restrooms (13)	\$149,617.34



	Non-Public Restrooms (4)	\$8,645.61
	(24) Escalators (8) Power Walks	\$15,129.83
	Jet Bridges (29)	\$32,421.05
	Stairwells	\$4,322.81
	Elevators (8)	\$8,645.61
	Ramp/Apron Loading Docks, Halls, & Common areas	\$12,968.42
	Total	\$432,280.72
	General Areas	\$495.50
	Offices	\$440.45
	Non-Public Restrooms (4)	\$825.84
	Stairwells	\$55.06
	Halls, Parking, Garage, & Common Areas	\$55.06
	Sidewalks, Entry Areas, & Walk Ramps	\$55.06
	Total	\$1,926.96
	General Areas	\$66.07
	Offices	\$66.07
	Non-Public Restrooms (2)	\$110.11
	Total	\$242.25
	General Areas, Halls & Common Areas	\$10,166.48
	Offices	\$1,423.62
	Public Restrooms (6)	\$6,891.12
	Non-Public Restrooms	\$1,269.46
	Escalators/Power Walks (4)	\$952.10
	Stairwells	\$711.81
	(2) Elevators	\$879.55
	Total	\$22,294.15
Proposal Item 8: W/A Deice Pad Building (2,708 sqft.) ARFF Training Facility (8,242 sqft) Fire Station 35 Admin. Area (4,334 sqft.)		
Proposal Item 9: Glycol Building (2,080 sq.ft.)		
Proposal Item 10: Customs and International (70,450 sq.ft.)		



Proposal Item 11: ARFF 1-4 and Fire Station 35 General Area ARFF-1 (3,944 sq.ft. Carpet, 2,010 sq.ft. Hard Floor) ARFF-2 (3,287 sqft. Carpet 1,364 sqft. Hard Floor) ARFF-3 (3,551 sf.ft. Carpet 1,006 sf.ft. Hard Floor) ARFF-4 (2,114 sq.ft.) Fire Station 35 (12,673 sq.ft. General Area)	General Areas, Halls & Common Areas	\$517.53
Proposal Item 12: Central Plant	General Areas, Halls & Common Areas	\$110.11
	Offices	\$55.06
	Non-Public Restrooms (2)	\$93.60
	Total	\$258.76
Proposal Item 13: Snow Removal	Snow Removal- Per Labor Hour (for personnel)	\$40.40
	Snow Removal- Per Hour (for personnel that is	\$9.56
	Total	\$49.96
	Monthly Invoice Total (without snow and healthcare reimbursement)	\$2,300,146.82
	Annual Invoice Total (without snow and healthcare reimbursement)	\$27,601,761.90

Call in Snow Bill Rate, Straight Time	\$40.40
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Staff pulled from current shift Snow Bill Rate, Straight Time	\$9.56
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Additional Services, i.e. Special events, additional scope			
Year 4	Shift 1	Shift 2	Shift 3
Hourly Rate for Straight Time Custodian I	\$30.89	\$31.71	\$32.78
Hourly Rate for Straight Time Custodian II	\$31.66	\$32.48	\$33.42
Hourly Rate for Overtime Custodian I	\$45.72	\$46.94	\$48.52
Hourly Rate for Overtime Custodian II	\$46.86	\$48.07	\$49.47

Staffing Plan Adjustment	Per Full-time Employee per month, paid 173 hours		
	Shift 1	Shift 2	Shift 3
Custodian I	\$5,354.74	\$5,496.80	\$5,682.46
Custodian II	\$5,487.51	\$5,629.57	\$5,793.43

A fixed rate of (in chart above) per employee per month will be used for staffing adjustments due to multiple Concourse and Main Terminal Construction projects that could potentially be completed during the term of this agreement. Additions or reductions in staff must be approved in writing by the PA before this adjustment will be approved on the monthly invoices. This rate is the dollar amount per employee to be added to or subtracted from the contract if we increase or decrease staffing.

- 1) Pricing is for Contract Term Year 4, 3/1/2024-2/28/2025
- 2) Pricing is based on the current wages effective 9/15/2020, plus the pricing includes a wage increase of \$.60/per hour on 9/15/2021.
- 3) Pricing includes the Year 1 Fringe/PW expense.
- 4) Future Prevailing Wage & Fringe increases are to be added at that time.



CONTRACT PRICING

Proposal Item Pricing Year 5 **FTE's** **415**

Proposal Item	Area	Year 5
(The listed estimated total square footage does not include A, B Concourse East and C Concourse Expansion Projects and		
	General Areas	\$248,690.23
	Offices	\$11,899.05
	Public Restrooms (14)	\$220,132.50
	Non-Public Restrooms (17)	\$35,697.16
	(41) Escalator (4) Power Walks	\$23,798.11
	Bridge from MT to A-Concourse & International	\$17,848.58
	(30) Stairwells	\$4,164.67
	(51) Elevators	\$11,899.05
	Ramp/Apron Level Loading Docks, Halls,	\$14,873.82
	Sidewalks, Islands, Entry Areas, & Walk Ramps	\$5,949.53
	Total	\$594,952.70
Proposal Item 2: Hotel and Transit Center (62,982 Sqft.)	Outdoor Plaza	\$1,188.40
	West Side Hotel Elevator Lobby	\$1,188.40
	(3) Public Restrooms	\$3,223.29
	Event Clean-Up	\$780.97
	Total	\$6,381.06
Proposal Item 3: Parking Structure East and West Mod 4	(6) Elevators/ (2) Elevator Lobbies	\$9,314.43
	Total	\$9,314.43
Proposal Item 4: Airport Office Building (97,400 sqft.)	General Areas	\$4,466.70
	Offices	\$3,023.69
	Non-Public Restrooms (12)	\$3,023.69
	Stairwells	\$274.88
	(4) Elevators	\$274.88



	Ramp/Apron Level Loading Docks, Halls, Parking, Garage & Common Areas	\$549.76
	Sidewalks, Entry Areas, & Walk Ramps	\$274.88
	Total	\$11,888.50
	General Areas	\$185,526.87
	Offices	\$14,174.62
	Public Restrooms (22)	\$211,877.84
	Non-Public Restrooms (13)	\$18,040.42
	(27) Escalators (19) Power Walks	\$17,524.98
	Jet Bridges (30)	\$41,235.25
	Stairwells	\$5,154.41
	(24) Elevators	\$9,020.21
	Ramp/Apron Loading Docks, Halls, & Common areas	\$12,886.02
	Total	\$515,440.61
	General Areas (include outdoor seating area)	\$264,661.74
	Offices	\$14,115.49
	Public Restrooms (28)	\$291,488.52
	Non-Public Restrooms (2)	\$10,586.62
	(30) Escalators (22) Power Walks	\$22,584.78
	Jet Bridges (63)	\$52,933.08
	Stairwells	\$7,057.74
	(24) Elevators	\$14,115.49
	Ramp/Apron Loading Docks, Halls, & Common areas	\$21,173.23
	Collect Trash/Sweep Floor in vestibule areas in basement	\$7,057.74
	Total	\$705,774.44
	General Areas	\$192,539.90
	Offices	\$8,656.72
	Public Restrooms (13)	\$149,400.52
Proposal Item 5: Concourse A (763,410 sqft.)		
Proposal Item 6: Concourse B (1,458,739 sqft.)		
Proposal Item 7: Concourse C (364,071 sqft.)		



	Non-Public Restrooms (4)	\$8,656.72
	(24) Escalators (8) Power Walks	\$15,149.26
	Jet Bridges (29)	\$32,462.70
	Stairwells	\$4,328.36
	Elevators (8)	\$8,656.72
	Ramp/Apron Loading Docks, Halls, & Common areas	\$12,985.08
	Total	\$432,835.98
	General Areas	\$494.79
	Offices	\$439.81
	Non-Public Restrooms (4)	\$824.64
	Stairwells	\$54.98
	Halls, Parking, Garage, & Common Areas	\$54.98
	Sidewalks, Entry Areas, & Walk Ramps	\$54.98
	Total	\$1,924.17
	General Areas	\$65.97
	Offices	\$65.97
	Non-Public Restrooms (2)	\$109.95
	Total	\$241.90
	General Areas, Halls & Common Areas	\$10,151.75
	Offices	\$1,421.56
	Public Restrooms (6)	\$6,881.14
	Non-Public Restrooms	\$1,267.62
	Escalators/Power Walks (4)	\$950.72
	Stairwells	\$710.78
	(2) Elevators	\$878.27
	Total	\$22,261.84
Proposal Item 8: W/A Deice Pad Building (2,708 sqft.) ARFF Training Facility (8,242 sqft) Fire Station 35 Admin. Area (4,334 sqft.)		
Proposal Item 9: Glycol Building (2,080 sq.ft.)		
Proposal Item 10: Customs and International (70,450 sq.ft.)		



<p>Proposal Item 11: ARFF 1-4 and Fire Station 35 General Area ARFF-1 (3,944 sq.ft. Carpet, 2,010 sq.ft. Hard Floor) ARFF-2 (3,287 sqft. Carpet 1,364 sqft. Hard Floor) ARFF-3 (3,551 sf.ft. Carpet 1,006 sf.ft. Hard Floor) ARFF-4 (2,114 sq.ft.) Fire Station 35 (12,673 sq.ft. General Area)</p>	<p>General Areas, Halls & Common Areas</p>	<p>\$516.78</p>
<p>Proposal Item 12: Central Plant</p>	<p>General Areas, Halls & Common Areas</p>	<p>\$109.95</p>
	<p>Offices</p>	<p>\$54.98</p>
	<p>Non-Public Restrooms (2)</p>	<p>\$93.46</p>
	<p>Total</p>	<p>\$258.39</p>
<p>Proposal Item 13: Snow Removal</p>	<p>Snow Removal- Per Labor Hour (for personnel that is</p>	<p>\$40.40</p>
	<p>Snow Removal- Per Hour (for personnel that is</p>	<p>\$9.56</p>
	<p>Total</p>	<p>\$49.96</p>
	<p>Monthly Invoice Total (without snow and healthcare reimbursement)</p>	<p>\$2,301,790.78</p>
	<p>Annual Invoice Total (without snow and healthcare reimbursement)</p>	<p>\$27,621,489.31</p>

<p>Call in Snow Bill Rate, Straight Time</p>	<p>\$40.40</p>
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<p>Staff pulled from current shift Snow Bill Rate, Straight Time</p>	<p>\$9.56</p>
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Additional Services, i.e. Special events, additional scope			
Year 5	Shift 1	Shift 2	Shift 3
Hourly Rate for Straight Time Custodian I	\$31.28	\$32.11	\$33.19
Hourly Rate for Straight Time Custodian II	\$32.06	\$32.89	\$33.84
Hourly Rate for Overtime Custodian I	\$46.30	\$47.53	\$49.13
Hourly Rate for Overtime Custodian II	\$47.45	\$48.67	\$50.09

Staffing Plan Adjustment	Per Full-time Employee per month, paid 173 hours		
	Shift 1	Shift 2	Shift 3
Custodian I	\$5,422.31	\$5,565.94	\$5,753.63
Custodian II	\$5,556.54	\$5,700.16	\$5,865.83

A fixed rate of (in chart above) per employee per month will be used for staffing adjustments due to multiple Concourse and Main Terminal Construction projects that could potentially be completed during the term of this agreement. Additions or reductions in staff must be approved in writing by the PA before this adjustment will be approved on the monthly invoices. This rate is the dollar amount per employee to be added to or subtracted from the contract if we increase or decrease staffing.

- 1) Pricing is for Contract Term Year 5, 3/1/2025-2/28/2026
- 2) Pricing is based on the current wages effective 9/15/2020, plus the pricing includes a wage increase of \$.60/per hour on 9/15/2021.
- 3) Pricing includes the Year 1 Fringe/PW expense.
- 4) Future Prevailing Wage & Fringe increases are to be added at that time.



Food Courts Pricing

- 1 Pricing is based on the current wages listed in the chart below which are the rates effective 9/15/2020, plus the pricing includes a wage increase of \$.60/per hour on 9/15/2021.
- 2 Pricing includes the Year 1 Fringe/PW expense, so Years 2&3 changes not included here.
- 3 Years 2 through 5 do not include PW wage or fringe changes.

Food Courts Year 1 Pricing

Floater	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 29.65	\$ 7,194.26	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 30.42	\$ 7,382.10	1.40
Totals		16.00		112.00	485.33		\$ 14,576.36	2.80
Concourse A	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 29.65	\$ 7,194.26	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 30.42	\$ 7,382.10	1.40
Totals		16.00		112.00	485.33		\$ 14,576.36	2.80
Concourse B	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 29.65	\$ 7,194.26	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 30.42	\$ 7,382.10	1.40
Totals		16.00		112.00	485.33		\$ 14,576.36	2.80
Concourse C	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 29.65	\$ 7,194.26	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 30.42	\$ 7,382.10	1.40
Totals		16.00		112.00	485.33		\$ 14,576.36	2.80
Food Courts Combined		48.00		224.00	1,456.00		\$ 58,305.44	11.20
Annual Budget							\$ 699,665.24	



Food Courts Year 2 Pricing

Floater	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.16	\$ 7,318.33	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 30.96	\$ 7,513.00	1.40
Totals		16.00		112.00	485.33		\$ 14,831.33	2.80
Concourse A	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.16	\$ 7,318.33	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 30.96	\$ 7,513.00	1.40
Totals		16.00		112.00	485.33		\$ 14,831.33	2.80
Concourse B	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.16	\$ 7,318.33	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 30.96	\$ 7,513.00	1.40
Totals		16.00		112.00	485.33		\$ 14,831.33	2.80
Concourse C	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.16	\$ 7,318.33	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 30.96	\$ 7,513.00	1.40
Totals		16.00			485.33		\$ 14,831.33	2.80
Food Courts Combined		48.00		224.00	1,456.00		\$ 59,325.32	11.20
Annual Budget							\$ 711,903.88	



Food Courts Year 3 Pricing

Floater	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.52	\$ 7,406.35	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 31.33	\$ 7,603.09	1.40
Totals		16.00		112.00	485.33		\$ 15,009.44	2.80
Concourse A	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.52	\$ 7,406.35	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 31.33	\$ 7,603.09	1.40
Totals		16.00		112.00	485.33		\$ 15,009.44	2.80
Concourse B	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.52	\$ 7,406.35	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 31.33	\$ 7,603.09	1.40
Totals		16.00		112.00	485.33		\$ 15,009.44	2.80
Concourse C	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.52	\$ 7,406.35	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 31.33	\$ 7,603.09	1.40
Totals		16.00			485.33		\$ 15,009.44	2.80
Food Courts Combined		48.00		224.00	1,456.00		\$ 60,037.76	11.20
Annual Budget							\$ 720,453.10	



Food Courts Year 4 Pricing

Floater	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.89	\$ 7,496.78	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 31.71	\$ 7,695.67	1.40
Totals		16.00		112.00	485.33		\$ 15,192.46	2.80
Concourse A	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.89	\$ 7,496.78	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 31.71	\$ 7,695.67	1.40
Totals		16.00		112.00	485.33		\$ 15,192.46	2.80
Concourse B	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.89	\$ 7,496.78	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 31.71	\$ 7,695.67	1.40
Totals		16.00		112.00	485.33		\$ 15,192.46	2.80
Concourse C	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.89	\$ 7,496.78	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 31.71	\$ 7,695.67	1.40
Totals		16.00			485.33		\$ 15,192.46	2.80
Food Courts Combined		48.00		224.00	1,456.00		\$ 60,769.82	11.20
Annual Budget							\$ 729,237.87	



Food Courts Year 5 Pricing

Floater	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 31.28	\$ 7,591.38	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 32.11	\$ 7,792.46	1.40
Totals		16.00		112.00	485.33		\$ 15,383.84	2.80
Concourse A	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 31.28	\$ 7,591.38	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 32.11	\$ 7,792.46	1.40
Totals		16.00		112.00	485.33		\$ 15,383.84	2.80
Concourse B	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 31.28	\$ 7,591.38	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 32.11	\$ 7,792.46	1.40
Totals		16.00		112.00	485.33		\$ 15,383.84	2.80
Concourse C	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 31.28	\$ 7,591.38	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 32.11	\$ 7,792.46	1.40
Totals		16.00			485.33		\$ 15,383.84	2.80
Food Courts Combined		48.00		224.00	1,456.00		\$ 61,535.36	11.20
Annual Budget							\$ 738,424.29	



Disinfecting Year 1 Pricing

Pricing is for Contract Term Year 1, 3/1/2021-2/28/2022

Pricing is based on the current wages listed in the chart below which are the rates effective 9/15/2020, plus the Bill Rate includes a wage increase of \$.60/per hour on 9/15/2021.

Pricing also includes an estimate of up to 5% fringe/PW increase annually, DEN will be liable for the actual PW increase.

For Disinfecting, the staff are CII's on 2nd as highlighted in yellow.

Disinfecting/spraying frequencies and locations may change frequently as well as associated pricing; the below sheet represents COVID Disinfecting/spraying pricing.

DEN Pay Rates	Pay Rates at Contract Start on 3/1/2021	Pay Rates at Contract Start on 3/1/2022
	CI	CII
1st differential	\$16.43 \$0.50	\$16.78 \$0.50
2nd differential	\$16.93 \$1.00	\$17.28 \$1.00
3rd	\$17.43	\$17.78

DEN Pay Rates	Pay Rates estimated 9/15/2021 with a \$.60 per hour increase	Pay Rates estimated 9/15/2021 with a \$.60 per hour increase
	CI	CII
1st differential	\$17.03 \$0.50	\$17.38 \$0.50
2nd differential	\$17.53 \$1.00	\$17.88 \$1.00
3rd	\$18.03	\$18.38



Disinfecting Year 1 Pricing

Area	SQFT	COMMENT	Scheduled Day	Shift	Daily Labor Hours	Monthly Labor Hours	Monthly Cost
DPD AOB 6th level Holding cells-2nd	300	Monday	Monday	1	0.14	0.60	\$ 18.96
DPD Holding cells-2nd-Westin	300	Monday	Monday	1	0.14	0.60	\$ 18.96
TSA OFFICE ACON -1st	3000	7:45am MONDAY	Monday	1	1.38	5.99	\$ 189.56
GT Booths-3rd	50	4 booths level 5 MT-island 1 Tuesday nights 11:30	Tuesday	2	0.02	0.10	\$ 3.16
Lost & Found-2nd	800	Tuesday 9:30pm + to offices	Tuesday	2	0.37	1.60	\$ 50.55
Maintenance Control Center-AOB	1500	Tuesday-3rd	Tuesday	2	0.69	2.99	\$ 94.78
Parking Permit office -2nd	600	Tuesday 10:00pm	Tuesday	2	0.28	1.20	\$ 37.91
Customs Booths and chairs level5-3rd	500	LEVEL 5 -Tuesday	Tuesday	2	0.23	1.00	\$ 31.59
Back up Comm Center- 2nd Acon	3000	Tuesdays 8pm	Tuesday	2	1.38	5.99	\$ 189.56
A-Security Badging office-2nd	6000	Wednesday 6pm	Wednesday	3	2.76	11.97	\$ 379.12
City Vehicles	*	Wednesday 8:30am & 4:00pm	Wednesday	3	8.00	40.00	\$ 1,266.65
DPD AOB 6th level Holding cells-2nd	300	Wednesday	Wednesday	3	0.14	0.60	\$ 18.96
DPD Holding cells-2nd-Westin	300	Wednesday	Wednesday	3	0.14	0.60	\$ 18.96
EOC-3rd	1500	Wednesday night 11:30pm	Wednesday	3	0.69	2.99	\$ 94.78
GT Holding Lot- 3rd shift	1000	Wednesday 11:30pm ???	Wednesday	3	0.46	2.00	\$ 63.19
Satellite Badging office-2nd	6000	Wednesday 4:30pm	Wednesday	3	2.76	11.97	\$ 379.12
All 9 screening areas – LVL 3-1st	12000	Thursdays 9am	Thursday	4	5.53	23.94	\$ 758.24
CBRA – LVL 3-1st	1000	Thursdays 9am	Thursday	4	0.46	2.00	\$ 63.19
CMF – LVL 6-1st	1000	Thursdays 9am	Thursday	4	0.46	2.00	\$ 63.19
Pet shop – LVL 5-1st	2000	Thursdays 9am	Thursday	4	0.92	3.99	\$ 126.37
A Concourse Centercore Restrooms -3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 379.12
B Concourse Centercore Restrooms-3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 379.12
Bombardier shop/office-1st	2000	Friday 11am ccon	Friday	5	0.92	3.99	\$ 126.37
C Concourse Centercore Restrooms-3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 379.12
Paramedics Office - A-3rd	300	3rd shift-midnight Friday	Friday	5	0.14	0.60	\$ 18.96
Paramedics Office - B-3rd	300	3rd shift-midnight Friday	Friday	5	0.14	0.60	\$ 18.96
Paramedics Office - C-2nd	300	Friday 2nd shift-8:30pm	Friday	5	0.14	0.60	\$ 18.96
Paramedics Office - Mod 1 west-1st	300	Friday 7:30am weekly	Friday	5	0.14	0.60	\$ 18.96



Food courts Fridays	0	3rd shift	Fridays	5	6.00	25.98 \$	822.69
Comm Center-2nd (AOB)	3000	Saturday 8:00pm	Saturday	6	1.38	5.99 \$	189.56
6th & 10 level AOB entire area-1st- Saturday	4500	6/10 wipe downs and 6th lobby touch points	Saturday	6	2.07	8.98 \$	284.34
DPD AOB 6th level Holding cells-2nd	300	Saturday	Saturday	6	0.14	0.60 \$	18.96
DPD Bike Office (the cage)-2nd	200	6pm Sat	Saturday	6	0.09	0.40 \$	12.64
DPD entire office 6th level AOB-2nd	3000	6pm Sat	Saturday	6	1.38	5.99 \$	189.56
DPD Holding cells-2nd-Westin	300	Saturday	Saturday	6	0.14	0.60 \$	18.96
DPD Traffic Office-2nd -frontier	300	6pm Sat	Saturday	6	0.14	0.60 \$	18.96
K9 office-2nd-south campus	1000	6pm Sat	Saturday	6	0.46	2.00 \$	63.19
FAA Tower B con	2000	Level 7,8,9-Sundays-3rd	Sunday	7	0.92	3.99 \$	126.37
A bridge Security-2nd	15000	Sundays 8pm	Sunday	7	6.91	29.93 \$	947.80
North Security-2nd	30000	Sundays 9pm	Sunday	7	13.82	59.86 \$	1,895.59
South Security-3rd	30000	Sundays 11:30pm	Sunday	7	13.82	59.86 \$	1,895.59
Combined Monthly Total						369.18 \$	11,690.50



Disinfecting Years 2 & 3 Pricing

Pricing is for Contract Term Years 2 & 3, 3/1/2022-2/28/2024

Pricing is based on the current wages listed in the chart below which are the rates effective 9/15/2020, plus the Bill Rate includes a wage increase of \$.60/per hour on 9/15/2021.

Pricing also includes an estimate of up to 5% fringe/PW increase annually, DEN will be liable for the actual PW increase.

For Disinfecting, the staff are CII's on 2nd as highlighted in yellow.

Disinfecting/spraying frequencies and locations may change frequently as well as associated pricing; the below sheet represents COVID Disinfecting/spraying pricing.

DEN Pay Rates	Pay Rates at Contract Start on 3/1/2021	Pay Rates at Contract Start on 3/1/2022
	CI	CII
1st differential	\$16.43 \$0.50	\$16.78 \$0.50
2nd differential	\$16.93 \$1.00	\$17.28 \$1.00
3rd	\$17.43	\$17.78

DEN Pay Rates	Pay Rates estimated 9/15/2021 with a \$.60 per hour increase	Pay Rates estimated 9/15/2021 with a \$.60 per hour increase
	CI	CII
1st differential	\$17.03 \$0.50	\$17.38 \$0.50
2nd differential	\$17.53 \$1.00	\$17.88 \$1.00
3rd	\$18.03	\$18.38



Disinfecting Years 2 & 3 Pricing

Area	SQFT	COMMENT	Scheduled Day	Shift	Daily Labor Hours	Monthly Labor Hours	Monthly Cost
DPD AOB 6th level Holding cells-2nd	300	Monday	Monday	1	0.14	0.60	\$ 19.05
DPD Holding cells-2nd-Westin	300	Monday	Monday	1	0.14	0.60	\$ 19.05
TSA OFFICE ACON -1st	3000	7:45am MONDAY	Monday	1	1.38	5.99	\$ 190.55
GT Booths-3rd	50	4 booths level 5 MT-island 1 Tuesday nights 11:30	Tuesday	2	0.02	0.10	\$ 3.18
Lost & Found-2nd	800	Tuesday 9:30pm + to offices	Tuesday	2	0.37	1.60	\$ 50.81
Maintenance Control Center-AOB	1500	Tuesday-3rd	Tuesday	2	0.69	2.99	\$ 95.27
Parking Permit office-2nd	600	Tuesday 10:00pm	Tuesday	2	0.28	1.20	\$ 38.11
Customs Booths and chairs level5-3rd	500	LEVEL 5 -Tuesday	Tuesday	2	0.23	1.00	\$ 31.76
Back up Comm Center- 2nd Acon	3000	Tuesdays 8pm	Tuesday	2	1.38	5.99	\$ 190.55
A-Security Badging office-2nd	6000	Wednesday 6pm	Wednesday	3	2.76	11.97	\$ 381.09
City Vehicles	*	Wednesday 8:30am & 4:00pm	Wednesday	3	8.00	40.00	\$ 1,273.24
DPD AOB 6th level Holding cells-2nd	300	Wednesday	Wednesday	3	0.14	0.60	\$ 19.05
DPD Holding cells-2nd-Westin	300	Wednesday	Wednesday	3	0.14	0.60	\$ 19.05
EOC-3rd	1500	Wednesday night 11:30pm	Wednesday	3	0.69	2.99	\$ 95.27
GT Holding Lot- 3rd shift	1000	Wednesday 11:30pm ???	Wednesday	3	0.46	2.00	\$ 63.52
Satellite Badging office-2nd	6000	Wednesday 4:30pm	Wednesday	3	2.76	11.97	\$ 381.09
All 9 screening areas – LVL 3-1st	12000	Thursdays 9am	Thursday	4	5.53	23.94	\$ 762.18
CBRA – LVL 3-1st	1000	Thursdays 9am	Thursday	4	0.46	2.00	\$ 63.52
CMF – LVL 6-1st	1000	Thursdays 9am	Thursday	4	0.46	2.00	\$ 63.52
Pet shop – LVL 5-1st	2000	Thursdays 9am	Thursday	4	0.92	3.99	\$ 127.03
A Concourse Centercore Restrooms -3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 381.09
B Concourse Centercore Restrooms-3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 381.09
Bombardier shop/office-1st	2000	Friday 11am ccon	Friday	5	0.92	3.99	\$ 127.03
C Concourse Centercore Restrooms-3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 381.09
Paramedics Office - A-3rd	300	3rd shift-midnight Friday	Friday	5	0.14	0.60	\$ 19.05
Paramedics Office - B-3rd	300	3rd shift-midnight Friday	Friday	5	0.14	0.60	\$ 19.05
Paramedics Office - C-2nd	300	Friday 2nd shift-8:30pm	Friday	5	0.14	0.60	\$ 19.05
Paramedics Office - Mod 1 west-1st	300	Friday7:30am weekly	Friday	5	0.14	0.60	\$ 19.05



Food courts Fridays	0	3rd shift	Fridays	5	6.00	25.98 \$	826.97
Comm Center-2nd (AOB)	3000	Saturday 8:00pm	Saturday	6	1.38	5.99 \$	190.55
6th & 10 level AOB entire area-1st- Saturday	4500	6/10 wipe downs and 6th lobby touch points	Saturday	6	2.07	8.98 \$	285.82
DPD AOB 6th level Holding cells-2nd	300	Saturday	Saturday	6	0.14	0.60 \$	19.05
DPD Bike Office (the cage)-2nd	200	6pm Sat	Saturday	6	0.09	0.40 \$	12.70
DPD entire office 6th level AOB-2nd	3000	6pm Sat	Saturday	6	1.38	5.99 \$	190.55
DPD Holding cells-2nd-Westin	300	Saturday	Saturday	6	0.14	0.60 \$	19.05
DPD Traffic Office-2nd -frontier	300	6pm Sat	Saturday	6	0.14	0.60 \$	19.05
K9 office-2nd-south campus	1000	6pm Sat	Saturday	6	0.46	2.00 \$	63.52
FAA Tower B con	2000	Level 7,8,9-Sundays-3rd	Sunday	7	0.92	3.99 \$	127.03
A bridge Security-2nd	15000	Sundays 8pm	Sunday	7	6.91	29.93 \$	952.73
North Security-2nd	30000	Sundays 9pm	Sunday	7	13.82	59.86 \$	1,905.46
South Security-3rd	30000	Sundays 11:30pm	Sunday	7	13.82	59.86 \$	1,905.46
Combined Monthly Total						369.18 \$	11,751.35



Disinfecting Year 4 Pricing

Pricing is for Contract Term Year 4, 3/1/2024-2/28/2025

Pricing is based on the current wages listed in the chart below which are the rates effective 9/15/2020, plus the Bill Rate includes a wage increase of \$.60/per hour on 9/15/2021.

Pricing also includes an estimate of up to 5% fringe/PW increase annually, DEN will be liable for the actual PW increase.

For Disinfecting, the staff are CII's on 2nd as highlighted in yellow.

Disinfecting/spraying frequencies and locations may change frequently as well as associated pricing; the below sheet represents COVID Disinfecting/spraying pricing.

DEN Pay Rates	Pay Rates at Contract Start on 3/1/2021	Pay Rates at Contract Start on 3/1/2022
	CI	CII
1st	\$16.43	\$16.78
differential	-\$0.50	-\$0.50
2nd	\$16.93	\$17.28
differential	-\$1.00	-\$1.00
3rd	\$17.43	\$17.78

DEN Pay Rates	Pay Rates estimated 9/15/2021 with a \$.60 per hour increase	Pay Rates estimated 9/15/2021 with a \$.60 per hour increase
	CI	CII
1st	\$17.03	\$17.38
differential	-\$0.50	-\$0.50
2nd	\$17.53	\$17.88
differential	-\$1.00	-\$1.00
3rd	\$18.03	\$18.38



Disinfecting Year 4 Pricing

Area	SQFT	COMMENT	Scheduled Day	Shift	Daily Labor Hours	Monthly Labor Hours	Monthly Cost
DPD AOB 6th level Holding cells-2nd	300	Monday	Monday	1	0.14	0.60	\$ 19.38
DPD Holding cells-2nd-Westin	300	Monday	Monday	1	0.14	0.60	\$ 19.38
TSA OFFICE ACON -1st	3000	7:45am MONDAY	Monday	1	1.38	5.99	\$ 193.79
GT Booths-3rd	50	4 booths level 5 MT-island 1 Tuesday nights 11:30	Tuesday	2	0.02	0.10	\$ 3.23
Lost & Found-2nd	800	Tuesday 9:30pm + to offices	Tuesday	2	0.37	1.60	\$ 51.68
Maintenance Control Center-AOB	1500	Tuesday-3rd	Tuesday	2	0.69	2.99	\$ 96.89
Parking Permit office-2nd	600	Tuesday 10:00pm	Tuesday	2	0.28	1.20	\$ 38.76
Customs Booths and chairs level5-3rd	500	LEVEL 5 -Tuesday	Tuesday	2	0.23	1.00	\$ 32.30
Back up Comm Center- 2nd Acon	3000	Tuesdays 8pm	Tuesday	2	1.38	5.99	\$ 193.79
A-Security Badging office-2nd	6000	Wednesday 6pm	Wednesday	3	2.76	11.97	\$ 387.57
City Vehicles	*	Wednesday 8:30am & 4:00pm	Wednesday	3	8.00	40.00	\$ 1,294.88
DPD AOB 6th level Holding cells-2nd	300	Wednesday	Wednesday	3	0.14	0.60	\$ 19.38
DPD Holding cells-2nd-Westin	300	Wednesday	Wednesday	3	0.14	0.60	\$ 19.38
EOC-3rd	1500	Wednesday night 11:30pm	Wednesday	3	0.69	2.99	\$ 96.89
GT Holding Lot- 3rd shift	1000	Wednesday 11:30pm ???	Wednesday	3	0.46	2.00	\$ 64.60
Satellite Badging office-2nd	6000	Wednesday 4:30pm	Wednesday	3	2.76	11.97	\$ 387.57
All 9 screening areas – LVL 3-1st	12000	Thursdays 9am	Thursday	4	5.53	23.94	\$ 775.14
CBRA – LVL 3-1st	1000	Thursdays 9am	Thursday	4	0.46	2.00	\$ 64.60
CMF – LVL 6-1st	1000	Thursdays 9am	Thursday	4	0.46	2.00	\$ 64.60
Pet shop – LVL 5-1st	2000	Thursdays 9am	Thursday	4	0.92	3.99	\$ 129.19
A Concourse Centercore Restrooms -3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 387.57
B Concourse Centercore Restrooms-3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 387.57
Bombardier shop/office-1st	2000	Friday 11am ccon	Friday	5	0.92	3.99	\$ 129.19
C Concourse Centercore Restrooms-3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 387.57
Paramedics Office - A-3rd	300	3rd shift-midnight Friday	Friday	5	0.14	0.60	\$ 19.38
Paramedics Office - B-3rd	300	3rd shift-midnight Friday	Friday	5	0.14	0.60	\$ 19.38
Paramedics Office - C-2nd	300	Friday 2nd shift-8:30pm	Friday	5	0.14	0.60	\$ 19.38
Paramedics Office - Mod 1 west-1st	300	Friday7:30am weekly	Friday	5	0.14	0.60	\$ 19.38



Food courts Fridays	0	3rd shift	Fridays	5	6.00	25.98 \$	841.03
Comm Center-2nd (AOB)	3000	Saturday 8:00pm	Saturday	6	1.38	5.99 \$	193.79
6th & 10 level AOB entire area-1st- Saturday	4500	6/10 wipe downs and 6th lobby touch points	Saturday	6	2.07	8.98 \$	290.68
DPD AOB 6th level Holding cells-2nd	300	Saturday	Saturday	6	0.14	0.60 \$	19.38
DPD Bike Office (the cage)-2nd	200	6pm Sat	Saturday	6	0.09	0.40 \$	12.92
DPD entire office 6th level AOB-2nd	3000	6pm Sat	Saturday	6	1.38	5.99 \$	193.79
DPD Holding cells-2nd-Westin	300	Saturday	Saturday	6	0.14	0.60 \$	19.38
DPD Traffic Office-2nd -frontier	300	6pm Sat	Saturday	6	0.14	0.60 \$	19.38
K9 office-2nd-south campus	1000	6pm Sat	Saturday	6	0.46	2.00 \$	64.60
FAA Tower B con	2000	Level 7,8,9-Sundays-3rd	Sunday	7	0.92	3.99 \$	129.19
A bridge Security-2nd	15000	Sundays 8pm	Sunday	7	6.91	29.93 \$	968.93
North Security-2nd	30000	Sundays 9pm	Sunday	7	13.82	59.86 \$	1,937.85
South Security-3rd	30000	Sundays 11:30pm	Sunday	7	13.82	59.86 \$	1,937.85
Combined Monthly Total						369.18 \$	11,951.12



DEN Disinfecting re-submission 10/28/2020

Disinfecting Year 5 Pricing

Pricing is for Contract Term Year 5, 3/1/20254-2/28/2026
 Pricing is based on the current wages listed in the chart below which are the rates effective 9/15/2020, plus the Bill Rate includes a wage increase of \$.60/per hour on 9/15/2021.
 Pricing also includes an estimate of up to 5% fringe/PW, DEN will be liable for the actual PW increase.
 For Disinfecting, the staff are CII's on 2nd as highlighted in yellow.

Disinfecting/spraying frequencies and locations may change frequently as well as associated pricing; the below sheet represents COVID Disinfecting/spraying pricing.

DEN Pay Rates	Pay Rates at Contract Start on 3/1/2021	Pay Rates at Contract Start on 3/1/2022
	CI	CII
1st	\$16.43	\$16.78
differential	-\$0.50	-\$0.50
2nd	\$16.93	\$17.28
differential	-\$1.00	-\$1.00
3rd	\$17.43	\$17.78

DEN Pay Rates	Pay Rates estimated 9/15/2021 with a \$.60 per hour increase	Pay Rates estimated 9/15/2021 with a \$.60 per hour increase
	CI	CII
1st	\$17.03	\$17.38
differential	-\$0.50	-\$0.50
2nd	\$17.53	\$17.88
differential	-\$1.00	-\$1.00
3rd	\$18.03	\$18.38



Disinfecting Year 5 Pricing

Area	SQFT	COMMENT	Scheduled Day	Shift	Daily Labor Hours	Monthly Labor Hours	Monthly Cost
DPD AOB 6th level Holding cells-2nd	300	Monday	Monday	1	0.14	0.60	\$ 19.71
DPD Holding cells-2nd-Westin	300	Monday	Monday	1	0.14	0.60	\$ 19.71
TSA OFFICE ACON -1st	3000	7:45am MONDAY	Monday	1	1.38	5.99	\$ 197.08
GT Booths-3rd	50	4 booths level 5 MT-island 1 Tuesday nights 11:30	Tuesday	2	0.02	0.10	\$ 3.28
Lost & Found-2nd	800	Tuesday 9:30pm + to offices	Tuesday	2	0.37	1.60	\$ 52.55
Maintenance Control Center-AOB	1500	Tuesday-3rd	Tuesday	2	0.69	2.99	\$ 98.54
Parking Permit office -2nd	600	Tuesday 10:00pm	Tuesday	2	0.28	1.20	\$ 39.42
Customs Booths and chairs level5-3rd	500	LEVEL 5 -Tuesday	Tuesday	2	0.23	1.00	\$ 32.85
Back up Comm Center- 2nd Acon	3000	Tuesdays 8pm	Tuesday	2	1.38	5.99	\$ 197.08
A-Security Badging office-2nd	6000	Wednesday 6pm	Wednesday	3	2.76	11.97	\$ 394.16
City Vehicles	*	Wednesday 8:30am & 4:00pm	Wednesday	3	8.00	40.00	\$ 1,316.90
DPD AOB 6th level Holding cells-2nd	300	Wednesday	Wednesday	3	0.14	0.60	\$ 19.71
DPD Holding cells-2nd-Westin	300	Wednesday	Wednesday	3	0.14	0.60	\$ 19.71
EOC-3rd	1500	Wednesday night 11:30pm	Wednesday	3	0.69	2.99	\$ 98.54
GT Holding Lot- 3rd shift	1000	Wednesday 11:30pm ???	Wednesday	3	0.46	2.00	\$ 65.69
Satellite Badging office-2nd	6000	Wednesday 4:30pm	Wednesday	3	2.76	11.97	\$ 394.16
All 9 screening areas – LVL 3-1st	12000	Thursdays 9am	Thursday	4	5.53	23.94	\$ 788.32
CBRA – LVL 3-1st	1000	Thursdays 9am	Thursday	4	0.46	2.00	\$ 65.69
CMF – LVL 6-1st	1000	Thursdays 9am	Thursday	4	0.46	2.00	\$ 65.69
Pet shop – LVL 5-1st	2000	Thursdays 9am	Thursday	4	0.92	3.99	\$ 131.39
A Concourse Centercore Restrooms -3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 394.16
B Concourse Centercore Restrooms-3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 394.16
Bombardier shop/office-1st	2000	Friday 11am ccon	Friday	5	0.92	3.99	\$ 131.39
C Concourse Centercore Restrooms-3rd	6000	FRIDAYS	Friday	5	2.76	11.97	\$ 394.16
Paramedics Office - A-3rd	300	3rd shift-midnight Friday	Friday	5	0.14	0.60	\$ 19.71
Paramedics Office - B-3rd	300	3rd shift-midnight Friday	Friday	5	0.14	0.60	\$ 19.71
Paramedics Office - C-2nd	300	Friday 2nd shift-8:30pm	Friday	5	0.14	0.60	\$ 19.71
Paramedics Office - Mod 1 west-1st	300	Friday 7:30am weekly	Friday	5	0.14	0.60	\$ 19.71



Food courts Fridays	0	3rd shift	Fridays	5	6.00	25.98 \$	855.32
Comm Center-2nd (AOB)	3000	Saturday 8:00pm	Saturday	6	1.38	5.99 \$	197.08
6th & 10 level AOB entire area-1st- Saturday	4500	6/10 wipe downs and 6th lobby touch points	Saturday	6	2.07	8.98 \$	295.62
DPD AOB 6th level Holding cells-2nd	300	Saturday	Saturday	6	0.14	0.60 \$	19.71
DPD Bike Office (the cage)-2nd	200	6pm Sat	Saturday	6	0.09	0.40 \$	13.14
DPD entire office 6th level AOB-2nd	3000	6pm Sat	Saturday	6	1.38	5.99 \$	197.08
DPD Holding cells-2nd-Westin	300	Saturday	Saturday	6	0.14	0.60 \$	19.71
DPD Traffic Office-2nd -frontier	300	6pm Sat	Saturday	6	0.14	0.60 \$	19.71
K9 office-2nd-south campus	1000	6pm Sat	Saturday	6	0.46	2.00 \$	65.69
FAA Tower B con	2000	Level 7,8,9-Sundays-3rd	Sunday	7	0.92	3.99 \$	131.39
A bridge Security-2nd	15000	Sundays 8pm	Sunday	7	6.91	29.93 \$	985.40
North Security-2nd	30000	Sundays 9pm	Sunday	7	13.82	59.86 \$	1,970.79
South Security-3rd	30000	Sundays 11:30pm	Sunday	7	13.82	59.86 \$	1,970.79
Combined Monthly Total						369.18 \$	12,154.29



TSA Pricing

- 1 Pricing is based on the current wages listed in the chart below which are the rates effective 9/15/2020, plus the pricing includes a wage increase of \$.60/per hour on 9/15/2021.
- 2 Pricing includes the Year 1 Fringe/PM expense, so Years 2&3 changes not included here.
- 3 Years 2 through 5 do not include PW wage or fringe changes.

TSA Year 1 Pricing

TSA Pods (8)	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	3.00	7.00	21.00	91.00	\$ 29.65	\$ 2,697.85	0.53
Shift 2	Custodian I	3.00	7.00	21.00	91.00	\$ 30.42	\$ 2,768.29	0.53
Shift 3	Custodian I	6.00	7.00	42.00	182.00	\$ 31.44	\$ 5,721.79	1.05
Totals		12.00		84.00	364.00		\$ 11,187.92	2.10
TSA Post Screening Area	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs			
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 29.65	\$ 7,194.26	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 30.42	\$ 7,382.10	1.40
Totals		16.00		112.00	485.33		\$ 14,576.36	2.80
TSA Combined		28.00		196.00	849.33		\$ 25,764.28	4.90
Annual Budget							\$ 309,171.40	



TSA Year 2 Pricing

TSA Pods (8)	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	3.00	7.00	21.00	91.00	\$ 30.16	\$ 2,744.38	0.53
Shift 2	Custodian I	3.00	7.00	21.00	91.00	\$ 30.96	\$ 2,817.37	0.53
Shift 3	Custodian I	6.00	7.00	42.00	182.00	\$ 32.01	\$ 5,825.55	1.05
Totals		12.00		84.00	364.00		\$ 11,387.30	2.10
TSA Post Screening Area	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.16	\$ 7,318.33	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 30.96	\$ 7,513.00	1.40
Totals		16.00		112.00	485.33		\$ 14,831.33	2.80
TSA Combined		28.00		196.00	849.33		\$ 26,218.63	4.90
Annual Budget							\$ 314,623.54	



TSA Year 3 Pricing

TSA Pods (8)	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	3.00	7.00	21.00	91.00	\$ 30.52	\$ 2,777.38	0.53
Shift 2	Custodian I	3.00	7.00	21.00	91.00	\$ 31.33	\$ 2,851.16	0.53
Shift 3	Custodian I	6.00	7.00	42.00	182.00	\$ 32.39	\$ 5,895.16	1.05
Totals		12.00		84.00	364.00		\$ 11,523.70	2.10
TSA Post Screening Area	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.52	\$ 7,406.35	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 31.33	\$ 7,603.09	1.40
Totals		16.00		112.00	485.33		\$ 15,009.44	2.80
TSA Combined		28.00		196.00	849.33		\$ 26,533.14	4.90
Annual Budget							\$ 318,397.69	



TSA Year 4 Pricing

TSA Pods (8)	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	3.00	7.00	21.00	91.00	\$ 30.89	\$ 2,811.29	0.53
Shift 2	Custodian I	3.00	7.00	21.00	91.00	\$ 31.71	\$ 2,885.88	0.53
Shift 3	Custodian I	6.00	7.00	42.00	182.00	\$ 32.78	\$ 5,966.70	1.05
Totals		12.00		84.00	364.00		\$ 11,663.87	2.10
TSA Post Screening Area	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs			
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 30.89	\$ 7,496.78	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 31.71	\$ 7,695.67	1.40
Totals		16.00		112.00	485.33		\$ 15,192.46	2.80
TSA Combined		28.00		196.00	849.33		\$ 26,856.33	4.90
Annual Budget							\$ 322,275.91	



TSA Year 5 Pricing

TSA Pods (8)	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	3.00	7.00	21.00	91.00	\$ 31.28	\$ 2,846.77	0.53
Shift 2	Custodian I	3.00	7.00	21.00	91.00	\$ 32.11	\$ 2,922.17	0.53
Shift 3	Custodian I	6.00	7.00	42.00	182.00	\$ 33.19	\$ 6,041.43	1.05
Totals		12.00		84.00	364.00		\$ 11,810.37	2.10
TSA Post Screening Area	Description	Daily Hrs	Days Week	Weekly Hours	Monthly Hrs	Bill Rate	Monthly Rate	FTE's
Shift 1	Custodian I	8.00	7.00	56.00	242.67	\$ 31.28	\$ 7,591.38	1.40
Shift 2	Custodian I	8.00	7.00	56.00	242.67	\$ 32.11	\$ 7,792.46	1.40
Totals		16.00		112.00	485.33		\$ 15,383.84	2.80
TSA Combined		28.00		196.00	849.33		\$ 27,194.21	4.90
Annual Budget							\$ 326,330.54	

Pricing for Concourse Expansions

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Proposal Item 1E: A Concourse West (502,512 sqft.)					
General Areas	\$79,666.70	\$88,630.38	\$93,514.03	\$98,520.02	\$99,458.56
Public Restrooms (6) Men's (6) Women's	\$91,060.14	\$101,305.75	\$106,887.83	\$112,609.75	\$113,682.52
Non-Public Restroom (4) Men's (4) Women's	\$21,298.95	\$23,695.40	\$25,001.04	\$26,339.40	\$26,590.32
Family Restrooms (2)	\$9,877.67	\$10,989.05	\$11,594.56	\$12,215.24	\$12,331.61
Nursing Rooms (2)	\$2,407.63	\$2,678.52	\$2,826.11	\$2,977.40	\$3,005.76
Pet Relief Areas (2)	\$2,407.63	\$2,678.52	\$2,826.11	\$2,977.40	\$3,005.76
Outdoor Seating Area	\$2,052.40	\$2,283.32	\$2,409.14	\$2,538.10	\$2,562.28
Stairwells (13)	\$2,901.26	\$3,227.69	\$3,405.54	\$3,587.85	\$3,622.03
Jet Bridges (12)	\$12,192.48	\$13,564.31	\$14,311.72	\$15,077.86	\$15,221.50
Elevators (11), Escalators (4), Power Walks (11)	\$15,155.57	\$16,860.80	\$17,789.85	\$18,742.18	\$18,920.72
Total	\$239,020.43	\$265,913.75	\$280,565.94	\$295,585.20	\$298,401.07
Proposal Item 2E: B Concourse East (97,000 sqft.)					
General Areas	\$34,046.37	\$41,156.79	\$41,649.75	\$42,156.31	\$42,472.32
Public Restrooms (2) Men's (2) Women's	\$35,316.22	\$42,691.84	\$43,203.18	\$43,728.64	\$44,056.44
Non-Public Restroom (1) Men's (1) Women's	\$8,033.75	\$9,711.56	\$9,827.88	\$9,947.41	\$10,021.97
Family Restrooms (4)	\$4,679.07	\$5,656.27	\$5,724.02	\$5,793.63	\$5,837.06
Nursing Rooms (1)	\$1,681.52	\$2,032.70	\$2,057.05	\$2,082.07	\$2,097.68
Pet Relief Areas (1)	\$1,292.51	\$1,562.44	\$1,581.16	\$1,600.39	\$1,612.38
Outdoor Seating Area	\$1,294.02	\$1,564.27	\$1,583.01	\$1,602.26	\$1,614.27
Stairwells (2)	\$1,463.81	\$1,769.52	\$1,790.71	\$1,812.49	\$1,826.08
Jet Bridges (9)	\$9,193.22	\$11,113.18	\$11,246.29	\$11,383.07	\$11,468.40
Elevators (3)	\$3,841.98	\$4,644.36	\$4,699.99	\$4,757.15	\$4,792.81
Total	\$100,842.46	\$121,902.93	\$123,363.03	\$124,863.42	\$125,799.42
Proposal Item: Concourse C					
General Areas	\$ 90,952.70	\$ 100,013.41	\$ 101,210.79	\$ 102,441.22	\$ 103,727.11
Public Restrooms (2) Men's, (2) Women's and (4) family	\$ 49,222.37	\$ 54,125.90	\$ 54,773.90	\$ 55,439.80	\$ 56,135.70
Non-Public Restrooms (2) Men's and (2) Women's	\$ 14,796.91	\$ 16,270.98	\$ 16,465.78	\$ 16,665.96	\$ 16,875.16
Pet Relief Areas (2)	\$ 2,697.55	\$ 2,966.28	\$ 3,001.79	\$ 3,038.28	\$ 3,076.42
Nursing Rooms (2)	\$ 2,883.98	\$ 3,171.29	\$ 3,209.25	\$ 3,248.27	\$ 3,289.04
Stairwells (8)	\$ 2,737.08	\$ 3,009.74	\$ 3,045.78	\$ 3,082.80	\$ 3,121.50
Jet Bridges (16)	\$ 11,084.68	\$ 12,188.94	\$ 12,334.87	\$ 12,484.82	\$ 12,641.54
Elevators (6), Power Walks (4)	\$ 13,487.73	\$ 14,831.38	\$ 15,008.95	\$ 15,191.41	\$ 15,382.10
Total	\$ 187,863.01	\$ 206,577.92	\$ 209,051.11	\$ 211,592.57	\$ 214,248.58
Monthly Invoice Total (without healthcare reimbursement)	\$527,725.90	\$594,394.61	\$612,980.07	\$632,041.18	\$638,449.08

EXHIBIT C

**CITY AND COUNTY OF DENVER
INSURANCE REQUIREMENTS FOR DEPARTMENT OF AVIATION
INFRASTRUCTURE MAINTENANCE SERVICES**

A. Certificate Holder

The certificate shall be issued to: CITY AND COUNTY OF DENVER
Denver International Airport
8500 Peña Boulevard, Suite 8810
Denver CO 80249
Attn: Risk Management

B. Acceptable Certificate of Insurance Form and Submission Instructions

Please read these requirements carefully to ensure proper documentation and receipt of your certificate(s) of insurance.

- ACORD FORM (or equivalent) must be emailed in pdf format to: contractadmininvoices@flydenver.com
- HARD COPIES of certificates and/or copies of insurance policies will not be accepted.
- ACORD FORM (or equivalent) must reference the DEN assigned Contract Number.

C. Coverages and Limits

1. Commercial General Liability:

Vendor shall maintain insurance coverage including bodily injury, property damage, personal injury, advertising injury, independent contractors, and products and completed operations in minimum limits of \$2,000,000 each occurrence, \$5,000,000 products and completed operations aggregate; if policy contains a general aggregate limit, a minimum limit of \$5,000,000 annual policy, per location aggregate must be maintained.

- a. Such insurance shall also provide contractual liability covering liability assumed under this Agreement (including defense costs assumed under contract) within the scope of coverages provided.
- b. Such insurance shall include Mobile Equipment Liability, if such equipment will be used to perform services under this Agreement.

2. Business Automobile Liability:

Vendor shall maintain a minimum limit of \$1,000,000 combined single limit each occurrence for bodily injury and property damage for all owned, leased, hired and/or non-owned vehicles used in performing services under this Agreement.

- a. If operating vehicles unescorted airside at DEN, a \$10,000,000 combined single limit each occurrence for bodily injury and property damage is required.
- b. If Vendor does not have blanket coverage on all owned and operated vehicles, then a schedule of insured vehicles (including year, make, model and VIN number) must be submitted with the Certificate of Insurance.
- c. The policy must not contain an exclusion related to operations on airport premises
- d. If transporting waste, hazardous material, or regulated substances, Vendor shall carry a Broadened Pollution Endorsement and an MCS 90 endorsement on its policy.
- e. If Vendor is an individual or represents that Vendor does not own any motor vehicles and Vendor's owners, officers, directors, and employees use their personal vehicles for business purposes, Personal Automobile Liability insurance coverage will be accepted provided it includes a business use endorsement.

3. Workers' Compensation and Employer's Liability Insurance:

Vendor shall maintain the coverage as required by statute for each work location and shall maintain Employer's Liability insurance with limits no less than \$100,000 per occurrence for each bodily injury claim, \$100,000 per occurrence for each bodily injury caused by disease claim, and \$500,000 aggregate for all bodily injuries caused by disease claims.

- a. If Vendor is a sole proprietor, Workers' Compensation and Employer's Liability is exempt under the Colorado Workers' Compensation Act.

4. Installation Floater:

Vendor shall provide coverage with a limit equal to the full insurable value of materials and equipment and be written on a Special Covered Cause of Loss Form including theft, faulty workmanship, mechanical or electrical damage during testing and labor costs to repair damaged work, and soft costs. The policy shall cover property while located at the project site, at temporary locations, or in transit; and name the City as the loss payee on the policy, as its interests may appear. Coverage shall remain in force until acceptance of the work by the City.

5. Excess/Umbrella Liability:

Combination of primary and excess coverage may be used to achieve minimum required coverage limits. Excess policy(es) must follow form of the primary policies with which they are related to provide the minimum limits.

D. Additional Insured

For all coverages required under this Agreement (excluding Workers' Compensation and Professional Liability), Vendor's insurer(s) shall include the City and County of Denver, its elected and appointed officials, successors, agents, employees and volunteers as Additional Insureds by policy endorsement.

E. Waiver of Subrogation

For all coverages required under this Agreement, Vendor's insurer(s) shall waive subrogation rights against the City and County of Denver, its elected and appointed officials, successors, agents, employees and volunteers by policy endorsement.

F. Notice of Material Change, Cancellation or Nonrenewal

Each certificate and related policy shall contain a valid provision requiring notification to the Certificate Holder in the event any of the required policies be canceled or non-renewed or reduction in coverage before the expiration date thereof.

1. Such notice shall reference the DEN assigned contract number related to this Agreement.
2. Said notice shall be sent thirty (30) days prior to such cancellation or non-renewal or reduction in coverage unless due to non-payment of premiums for which notice shall be sent ten (10) days prior.
3. If such written notice is unavailable from the insurer or afforded as outlined above, Vendor shall provide written notice of cancellation, non-renewal and any reduction in coverage to the Certificate Holder within seven (7) business days of receiving such notice by its insurer(s) and include documentation of the formal notice received from its insurer's as verification.

G. Additional Provisions

1. Deductibles, Self-Insured Retentions, or any other type of retention are the sole responsibility of the Vendor.
2. Defense costs shall be in addition to the limits of liability. If this provision is unavailable that limitation must be evidenced on the Certificate of Insurance.
3. A severability of interests or separation of insureds provision (no insured vs. insured exclusion) is included.
4. Provision that coverage is primary and non-contributory with other coverage or self-insurance maintained by the City shall be provided on policies which the City requires Additional Insured status.

5. The insurance requirements under this Agreement shall be the greater of (i) the minimum limits and coverage specified hereunder or (ii) the broader coverage and maximum limits of coverage of any insurance policy or proceeds available to the Lessee. It is agreed that the insurance requirements set forth herein shall not in any way act to reduce coverage that is broader or that includes higher limits than the minimums set forth in this Agreement.
6. All policies shall be written on an occurrence form. If an occurrence form is unavailable, claims-made coverage may be accepted by the City provided the retroactive date is on or before the Agreement Effective Date or the first date when any goods or services were provided to the City, whichever is earlier, and continuous coverage will be maintained or an extended discovery period of three years beginning at the time work under this Agreement is completed or the Agreement is terminated, whichever is later.
7. Vendor shall advise DEN in the event any general aggregate or other aggregate limits are reduced below the required per occurrence limits. At their own expense, and where such general aggregate or other aggregate limits have been reduced below the required per occurrence limit, the Vendor will procure such per occurrence limits and furnish a new certificate of insurance showing such coverage is in force.
8. Certificates of Insurance must specify the issuing companies, policy numbers and policy periods for each required form of coverage. The certificates for each insurance policy are to be signed by a person authorized by the insurer to bind coverage on its behalf and must be submitted to the City at the time the Vendor signed this Agreement.
9. The insurance shall be underwritten by an insurer licensed or authorized to do business in the State of Colorado and rated by A.M. Best Company as A- VIII or better.
10. Certificate of Insurance and Related Endorsements: The City's acceptance or approval of a certificate of insurance or other proof of insurance that does not comply with all insurance requirements set forth in this Agreement shall not act as a waiver of Vendor's breach of this Agreement or of any of the City's rights or remedies under this Agreement. The City's acceptance or approval of any submitted insurance certificate is subject to the approval of DEN Risk Management or its designee. All coverage requirements specified in the certificate shall be enforced unless waived or otherwise modified in writing by DEN Risk Management. Vendor is solely responsible for ensuring they are in compliance with all insurance requirements and that all formal policy endorsements are issued by their insurers to support the requirements herein.
11. The City shall have the right to verify or confirm, at any time, all coverage, information or representations, and the insured and its insurance providers shall promptly and fully cooperate in any such audit the City may elect to undertake.
12. No material changes that negatively impact DEN or reductions in the coverage required herein shall be allowed without the review and written approval of DEN Risk Management.
13. Vendor shall be responsible for ensuring DEN is provided updated Certificate(s) of Insurance ten (10) days prior to each policy renewal.
14. Vendor's failure to maintain the insurance required by this Agreement shall be the basis for immediate termination of this Agreement at DEN's sole discretion and without penalty to the City.

EXHIBIT D**CITY AND COUNTY OF DENVER
DEPARTMENT OF AVIATION****PERFORMANCE AND PAYMENT BOND**

KNOW ALL MEN BY THESE PRESENTS, that we, the undersigned FLAGSHIP AIRPORT SERVICES, INC., a corporation organized and existing under and by virtue of the laws of the State of California, hereafter referred to as the "Contractor", and The Hanover Insurance Company, a corporation organized and existing under and by virtue of the laws of the State of New Hampshire, and authorized to transact business in the State of Colorado, as Surety, are held and firmly bound unto the CITY AND COUNTY OF DENVER, a municipal corporation of the State of Colorado, hereafter referred to as the "City", in the penal sum of **ONE MILLION DOLLARS AND NO CENTS (\$1,000,000.00)**, lawful money of the United States of America, for the payment of which sum, well and truly to be made, we bind ourselves and our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents;

THE CONDITION OF THE FOREGOING OBLIGATION IS SUCH THAT:

WHEREAS, the above bounden Contractor has entered into a written contract with the City for furnishing all labor and tools, supplies, equipment, superintendence, materials and everything necessary for and required to do, perform and complete **CONTRACT NO. 201953023**, Denver, Colorado, and has bound itself to complete the project within the time or times specified or pay liquidated damages, all as designated, defined and described in the said Contract and Conditions thereof, and in accordance with the Plans and Technical Specifications therefore, a copy of said Contract being made a part hereof;

NOW, THEREFORE, if the said Contractor shall and will, in all particulars well and truly and faithfully observe, perform and abide by each and every Covenant, Condition and part of said Contract, and the Conditions, Technical Specifications, Plans, and other Contract Documents thereto attached, or by reference made a part thereof and any alterations in and additions thereto, according to the true intent and meaning in such case, then this obligation shall be and become null and void; otherwise, it shall remain in full force and effect;

PROVIDED FURTHER, that if the said Contractor shall satisfy all claims and demands incurred by the Contractor in the performance of said Contract, and shall fully indemnify and save harmless the City from all damages (liquidated or actual, including, but not limited to, damages caused by delays in the performance of the Contract), claims, demands, expense and charge of every kind (including claims of patent infringement) arising from any act, omission, or neglect of said Contractor, its agents, or employees with relation to said work; and shall fully reimburse and repay to the City all costs, damages, losses and expenses which it may incur in making good any breach or default based upon the failure of the Contractor to fulfill its obligation to furnish maintenance, repairs, services, or replacements for the full guarantee period provided in the Contract Documents, then this obligation shall be null and void; otherwise it shall remain in full force and effect;

PROVIDED FURTHER, that if said Contractor shall at all times promptly make payments of all amounts lawfully due to all persons supplying or furnishing it or its subcontractors with labor and materials, rental machinery, tools or equipment used or performed in the prosecution of work provided for in the above Contract and that if the Contractor will indemnify and save harmless the City for the extent of any and all payments in connection with the carrying out of such Contract, then this obligation shall be null and void; otherwise it shall remain in full force and effect;

PROVIDED FURTHER, that if the said Contractor fails to duly pay for any labor, materials, team hire, sustenance, provisions, provender, gasoline, lubricating oils, fuel oils, grease, coal, or any other supplies or materials used or consumed by said Contractor or its subcontractors in performance of the work contracted to be done, or fails to pay any person who supplies rental machinery, tools or equipment, all amounts due as the result of the use of such machinery, tools or equipment in the prosecution of the work, the Surety will pay the same in any amount not exceeding the amount of this obligation, together with interest as provided by law;

PROVIDED FURTHER, that the said Surety, for value received, hereby stipulates and agrees that no change, extension of time, alteration or addition to the terms of the Contract, or to contracts with others in connection with this project, or the work to be performed thereunder, or the Technical Specifications and Plans accompanying the same, shall in any way affect its obligation on this bond and it does hereby waive notice of any change, extension of time, alteration or addition to the terms of the Contract, or contracts, or to the work, or to the Technical Specifications and Plans.

PROVIDED FURTHER,

This bond may be extended for additional terms at the option of the surety, by continuation certificate executed by the Surety.

This bond is for the term beginning 03/01/2021 and ending 03/01/2022.

IN WITNESS WHEREOF, said Contractor and said Surety have executed these presents as of this 9th day of November, 2020.

Attest:

Michele M. Babb
Secretary

Flagship Airport Services, Inc.
Contractor

By: [Signature]
David Pasek, CEO

The Hanover Insurance Company
Surety

By: [Signature]
Valerie Garcia, Attorney-in-Fact

(Accompany this bond with Attorney-in-Fact's authority from the Surety to execute bond, certified to include the date of the bond).

APPROVED AS TO FORM:

KRISTIN M. BRONSON,
City Attorney for the City and County of
Denver

By: _____
Assistant City Attorney

APPROVED FOR THE CITY AND COUNTY
OF DENVER

By: _____
MAYOR

By: _____
CEO DEPARTMENT OF AVIATION

**Signatures by CEO, CAO and the
Mayor will be provided later and shall
be fully incorporated herein**

THE HANOVER INSURANCE COMPANY
MASSACHUSETTS BAY INSURANCE COMPANY
CITIZENS INSURANCE COMPANY OF AMERICA

POWER OF ATTORNEY

THIS Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

KNOW ALL PERSONS BY THESE PRESENTS:

That THE HANOVER INSURANCE COMPANY and MASSACHUSETTS BAY INSURANCE COMPANY, both being corporations organized and existing under the laws of the State of New Hampshire, and CITIZENS INSURANCE COMPANY OF AMERICA, a corporation organized and existing under the laws of the State of Michigan, (hereinafter individually and collectively the "Company") does hereby constitute and appoint,

Mark M. Munekawa, Nancy L. Hamilton, Nerissa S. Bartolome, Yvonne Roncagliolo, Kelly Holtemann, Joan DeLuca, Stanley D. Loar, Charles R. Shoemaker, Roger C. Dickinson, Thomas E. Hughes, Alicia Dass, Valerie Garcia and/or Patrick R. Diebel Of Woodruff-Sawyer & Co. of San Francisco, CA each individually, if there be more than one named, as its true and lawful attorney(s)-in-fact to sign, execute, seal, acknowledge and deliver for, and on its behalf, and as its act and deed any place within the United States, any and all surety bonds, recognizances, undertakings, or other surety obligations. The execution of such surety bonds, recognizances, undertakings or surety obligations, in pursuance of these presents, shall be as binding upon the Company as if they had been duly signed by the president and attested by the secretary of the Company, in their own proper persons. Provided however, that this power of attorney limits the acts of those named herein; and they have no authority to bind the Company except in the manner stated and to the extent of any limitation stated below:

Any such obligations in the United States, in any amount

That this power is made and executed pursuant to the authority of the following Resolutions passed by the Board of Directors of said Company, and said Resolutions remain in full force and effect:

RESOLVED: That the President or any Vice President, in conjunction with any Vice President, be and they hereby are authorized and empowered to appoint Attorneys-in-fact of the Company, in its name and as it acts, to execute and acknowledge for and on its behalf as surety, any and all bonds, recognizances, contracts of indemnity, waivers of citation and all other writings obligatory in the nature thereof, with power to attach thereto the seal of the Company. Any such writings so executed by such Attorneys-in-fact shall be binding upon the Company as if they had been duly executed and acknowledged by the regularly elected officers of the Company in their own proper persons.

RESOLVED: That any and all Powers of Attorney and Certified Copies of such Powers of Attorney and certification in respect thereto, granted and executed by the President or Vice President in conjunction with any Vice President of the Company, shall be binding on the Company to the same extent as if all signatures therein were manually affixed, even though one or more of any such signatures thereon may be facsimile. (Adopted October 7, 1981 - The Hanover Insurance Company; Adopted April 14, 1982 - Massachusetts Bay Insurance Company; Adopted September 7, 2001 - Citizens Insurance Company of America)

IN WITNESS WHEREOF, THE HANOVER INSURANCE COMPANY, MASSACHUSETTS BAY INSURANCE COMPANY and CITIZENS INSURANCE COMPANY OF AMERICA have caused these presents to be sealed with their respective corporate seals, duly attested by two Vice Presidents, this 8th day of August, 2017.

The Hanover Insurance Company
Massachusetts Bay Insurance Company
Citizens Insurance Company of America

John C. Roche

John C. Roche, EVP and President



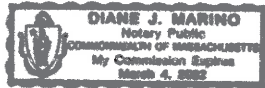
The Hanover Insurance Company
Massachusetts Bay Insurance Company
Citizens Insurance Company of America

James H. Kawiecki

James H. Kawiecki, Vice President

THE COMMONWEALTH OF MASSACHUSETTS)
COUNTY OF WORCESTER) ss.

On this 8th day of August, 2017 before me came the above named Vice Presidents of The Hanover Insurance Company, Massachusetts Bay Insurance Company and Citizens Insurance Company of America, to me personally known to be the individuals and officers described herein, and acknowledged that the seals affixed to the preceding instrument are the corporate seals of The Hanover Insurance Company, Massachusetts Bay Insurance Company and Citizens Insurance Company of America, respectively, and that the said corporate seals and their signatures as officers were duly affixed and subscribed to said instrument by the authority and direction of said Corporations.



Diane J. Marino
Diane J. Marino, Notary Public
My Commission Expires March 4, 2022

I, the undersigned Vice President of The Hanover Insurance Company, Massachusetts Bay Insurance Company and Citizens Insurance Company of America, hereby certify that the above and foregoing is a full, true and correct copy of the Original Power of Attorney issued by said Companies, and do hereby further certify that the said Powers of Attorney are still in force and effect.

GIVEN under my hand and the seals of said Companies, at Worcester, Massachusetts, this 9th day of November, 2020.

CERTIFIED

Theodore G. Martinez
Theodore G. Martinez, Vice President

EXHIBIT F



TO: All Users of the City and County of Denver Prevailing Wage Schedules

FROM: Ryland Feno, OHR Compensation and Classification

DATE: December 19, 2019

SUBJECT: Latest Update to Prevailing Wage Schedules

Please find an attachment to this memorandum of all the current Office of Human Resources Prevailing Wage Schedules issued in accordance with the City and County of Denver's Revised Municipal Code, Section 20-76(c). This schedule does not include the Davis-Bacon rates. The Davis-Bacon wage rates will continue to be published separately as they are announced.

Modification No. 149
Publication Date: December 19, 2019
(12 pages)

Unless otherwise specified in this document, apprentices shall be permitted only if they are employed pursuant to, and individually registered in a bona fide apprenticeship program registered with the U.S. Department of Labor. The employer and the individual apprentice must be registered in a program, which has received prior approval by the U.S. Department of Labor. Any employer who employs an apprentice and is found to be in violation of this provision shall be required to pay said apprentice the full journeyman scale.

Attachments as listed above.

Office of Human Resources
201 W. Colfax Ave. Dept. 412 | Denver, CO 80202
p: 720.913.5751 | f: 720.913.5720
www.denvergov.org/humanresources

APPLIANCE MECHANIC**Effective Date:** 05-16-19

Last Revision: 06-07-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Appliance Mechanic	\$23.21	\$7.16

Plus 10% shift differential for regularly scheduled hours worked between 6:00 p.m. and 6:00 a.m.

The Appliance Mechanic installs, services and repairs stoves, refrigerators, dishwashing machines, exercise equipment and other electrical household or commercial appliances, using hand tools, test equipment and following wiring diagrams and manufacturer's specifications. Responsibilities include: connects appliance to power source and test meters, such as wattmeter, ammeter, or voltmeter, observes readings on meters and graphic recorders, examines appliance during operating cycle to detect excess vibration, overheating, fluid leaks and loose parts, and disassembles appliances and examines mechanical and electrical parts. Additional duties include: traces electrical circuits, following diagram and locates shorts and grounds, using ohmmeter, calibrates timers, thermostats and adjusts contact points, and cleans and washes parts, using wire brush, buffer, and solvent to remove carbon, grease and dust. Replaces worn or defective parts, such as switches, pumps, bearings, transmissions, belts, gears, blowers and defective wiring, repairs and adjusts appliance motors, reassembles appliance, adjusts pulleys and lubricates moving parts, using hand tools and lubricating equipment.

Note: This position does not perform installations done at new construction.

BUILDING ENGINEER**Effective Date:** 08-15-19

Last Revision: 04-05-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Building Engineer	\$29.55	\$7.89

This classification of work is responsible for operating, monitoring, maintaining/repairing the facilities mechanical systems to ensure peak performance of the systems. This includes performing P.M. and repair work of the building mechanical systems, inspecting, adjusting, and monitoring the building automation and life safety systems, contacting vendors and place order replacement parts, responding to customer service requests and performing maintenance/repairs I tenant or public spaces, performing routine P.M. i.e. light plumbing and electrical repairs, ballast lamp and tube replacement, operating mechanical systems both on site and via a remote laptop computer, maintaining inventory of spare parts and tools, painting and cleaning mechanical equipment and machine rooms, etc.

CONVEYANCE SYSTEM MAINTENANCE SERIES**Effective Date:** 09-19-19

Last Revision: 09-20-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Entry-Support Mechanic	\$24.44	\$7.36
Machinery Maintenance Mechanic	\$27.36	\$7.70
Controls System Technician	\$30.33	\$8.04

Plus 10% shift differential for regularly scheduled hours worked between 6:00 p.m. and 6:00 a.m.

This classification was previously listed as Baggage Handling System Maintenance. The title of the series has been changed to be inclusive of other types of similar work.

Entry Support Mechanic

The Entry Support Mechanic (ESM) applies basic mechanical knowledge to perform maintenance and operational tasks on a conveyance system. Under supervision of a Machinery Maintenance Mechanic (MMM) or Control Systems Technician (CRO), the ESM performs cleaning, routine inspections, preventive, corrective and emergency maintenance based on an established maintenance program. The MMM clears jams and faults and may physically move items during failures.

Machinery Maintenance Mechanic

The Machinery Maintenance Mechanic (MMM) applies advanced mechanical knowledge to perform maintenance and operational tasks on a conveyance system. Performs cleaning of all parts of the system, routine inspections, preventive maintenance, corrective maintenance, and emergency maintenance within the system based on an established maintenance program. The MMM shall inspect all equipment for proper operation and performance including but not limited to conveyors, lifts, diverters and automatic tag readers. The MMM troubleshoots, repairs, replaces, and rebuilds conveyor components including but not limited to; motors, gearboxes, bearings, rollers, sheaves, hydraulic systems, conveyor belting, clutch brakes, tools, independent carrier systems, and other complex devices using basic hand tools, power tools, welders and specialized tools. The MMM may assist the Control Systems Technician (CST) with clearing electrical faults and electrical repairs. The MMM reads and interprets manufacturers' maintenance manuals, service bulletins, technical data, engineering data, and other specifications to determine feasibility and method of repairing or replacing malfunctioning or damaged components. The MMM clears jams and faults in the system and may physically move items during failures. The MMM will operate a Central Monitoring Facility/Control Room, these duties include; using multiple computer systems for monitoring the system and running reports, communicating faults in the system using a radio and telephone, and communicating with stakeholders. The MMM performs on-site training of ESM.

Controls System Technician

The Control Systems Technician (CST) applies advanced technical knowledge to perform maintenance and operational tasks on a conveyance system. Performs all duties assigned to an MMM in addition to the following routine inspections, preventive maintenance, corrective maintenance, and emergency maintenance of complex components within the system based on an established maintenance program. The CST is responsible for resolving difficult controls, electrical and mechanical problems. The CST troubleshoots, repairs, replaces, and rebuilds complex electro-mechanical systems and conveyor components including but not limited to; programmable logic controllers, input and output modules, electrical switches, variable frequency drives, 110V AC and 24V DC controls devices, automatic tag readers, electrical control panels, 110V - 480V AC components and motors, gearboxes, bearings, rollers, sheaves, hydraulic systems, conveyor belting, clutch brakes, tools, independent carrier systems, and other complex devices using basic hand tools, power tools, welders and specialized mechanical and electrical tools. The CST reads and interprets manufacturers' maintenance manuals, service bulletins, technical data, engineering data, and other specifications to determine feasibility and method of repairing or replacing malfunctioning or damaged components. The CST clears mechanical, electrical and controls faults, jams and may physically move items during failures. The CST performs on-site training and competency evaluations of MMM and ESM.

Note: Incumbents must possess an Electrician's license when work warrants.

CUSTODIANS**Effective Date:** 12-19-19**Last Revision:** 01-17-19

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Custodian I	\$15.98	\$6.53 (Single) \$9.71 (Children) \$10.41 (2-party) \$13.59 (Family)
Custodian II	\$16.33	\$6.59 (Single) \$9.76 (Children) \$10.47 (2-party) \$13.65 (Family)

Benefits and Overtime

Parking	With valid receipt from approved parking lot, employees are reimbursed the actual monthly cost of parking.
RTD Bus Pass	Employer will provide employees with the Bus Pass or pay (\$0.23) per hour for travel differential.
Shift Differential	2nd shift (2:30 p.m.-10:30 p.m.): \$.50/hour 3rd shift (10:31 p.m.-6:30 a.m.): \$1.00/hour
Overtime	Time worked in excess of seven and one-half (7 ½) hours in one (1) day or in excess of thirty-seven and one-half (37 ½) hours in one week shall constitute overtime and shall be paid for at the rate of time and one-half (1 ½) at the employee's basic straight time hourly rate of pay.
Lunch	Any employee working seven and a half (7.5) hours in a day is entitled to a thirty (30) minute paid lunch.
Note	The Career Service Board in their public hearing on March 15, 2007 approved to amend prevailing wages paid to the Custodian as follows: "All contractors shall provide fringe benefits or cash equivalent at not less than the single rate amount. Contractors who offer health insurance shall provide an employer contribution to such insurance of not less than the 2-party or family rate for any employee who elects 2-party or family coverage. Contractors who offer such coverage will be reimbursed for their employer contributions at the above rates under any City contract incorporating this wage specification."

Custodian I

Any employee performing general clean-up duties using equipment that does not require special training: i.e., dust mopping, damp mopping, vacuuming, emptying trash, spray cleaning, washing toilets, sinks, walls, cleaning chairs, etc.

Custodian II

Any employee performing specialized cleaning duties requiring technical training and the use of heavy and technical equipment, i.e., heavy machine operators, floor strippers and waxers, carpet shampooers, spray buffing, re-lamping, mopping behind machines, high ladder work, chemical stripping and finishing of stainless steel.

DIA OIL & GAS**Effective Date:** 06-20-19

Last Revision: 03-15-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Derrick Hand/Roustabout	\$14.04	\$6.10
Electrician	\$28.41	\$7.76
Mechanic	\$24.26	\$7.28
Pipefitter	\$25.62	\$7.44
Rig/Drill Operator	\$22.29	\$7.05
Truck Driver	\$22.95	\$7.13

Heavy Equipment Mechanic

The Heavy Equipment Mechanic analyzes malfunctions and repairs, rebuilds and maintains power equipment, such as cranes, power shovels, scrapers, paving machines, motor graders, trench-digging machines, conveyors, bulldozers, dredges, pumps, compressors and pneumatic tools. This worker operates and inspects machines or equipment to diagnose defects, dismantles and reassembles equipment, using hoists and hand tools, examines parts for damage or excessive wear, using micrometers and gauges, replaces defective engines and subassemblies, such as transmissions, and tests overhauled equipment to insure operating efficiency. The mechanic welds broken parts and structural members, may direct workers engaged in cleaning parts and assisting with assembly and disassembly of equipment, and may repair, adjust and maintain mining machinery, such as stripping and loading shovels, drilling and cutting machines, and continuous mining machines.

Pipefitter

The Pipefitter, Maintenance installs or repairs water, steam, gas or other types of pipe and pipefitting. Work involves most of the following: laying out work and measuring to locate position of pipe from drawings or other written specifications, cutting various sizes of pipe to correct lengths with chisel and hammer, oxyacetylene torch or pipe-cutting machines, threading pipe with stocks and dies. This person is responsible for bending pipe by hand-driven or power-driven machines, assembling pipe with couplings and fastening pipe to hangers, making standard shop computations relating to pressures, flow and size of pipe required; and making standard tests to determine whether finished pipes meet specifications. In general, the work of the Maintenance Pipefitter requires rounded training and experience usually acquired through a formal apprenticeship or equivalent training and experience.

Well Driller

This incumbent sets up and operates portable drilling rig (machine and related equipment) to drill wells, extends stabilizing jackscrews to support and level drilling rig, moves levers to control power-driven winch that raises and extends telescoping mast. This person bolts trusses and guy wires to raise mast and anchors them to machine frame and stakes, and assembles drilling tools, using hand tools or power tools. The Well Driller moves levers and pedals to raise tools into vertical drilling position and lowers well casing (pipe that shores up walls of well) into well bore, using winch, moves levers and pedals and turns hand wells to control reciprocating action of machine and to drive or extract well casing.

Laborer

The Laborer performs tasks that require mainly physical abilities and effort involving little or no specialized skill or prior work experience. The following tasks are typical of this occupation: The Laborer loads and unloads trucks, and other conveyances, moves supplies and materials to proper location by wheelbarrow or hand truck; stacks materials for storage or binning, collects refuse and salvageable materials, and digs, fills, and tamps earth excavations, The Laborer levels ground using pick, shovel, tamper and rake, shovels concrete and snow; cleans culverts and ditches, cuts tree and brush; operates power lawnmowers, moves and arranges heavy pieces of office and household furniture, equipment, and appliance, moves heavy pieces of automotive, medical engineering, and other types of machinery and equipment, spreads sand and salt on icy roads and walkways, and picks up leaves and trash.

Truckdriver

Straight truck, over 4 tons, usually 10 wheels. The Truckdriver drives a truck to transport materials, merchandise, equipment, or workers between various types of establishments such as: manufacturing plants, freight depots, warehouses, wholesale and retail establishments, or between retail establishments and customers' houses or places of business. This driver may also load or unload truck with or without helpers, make minor mechanical repairs, and keep truck in good working order.

ELEVATOR MECHANIC

Effective 1-18-2018, the Elevator Mechanic classification will utilize the base pay and fringe benefits for the Elevator Mechanic classification under the Davis Bacon [Building Wage Determination](#).

FINISHER & JOURNEYMAN

TILE, MARBLE AND TERRAZZO

Effective Date: 06-20-19

Last Revision: 09-20-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Finisher	\$25.01	\$10.06
Journeyman	\$31.21	\$10.12

Effective May 1, 2008, Local Union 7 of Colorado combined three classes of Finishers, Floor Grinders, and Base Grinders into Finisher using one pay schedule.

Tile Setter: Applies to workers who apply tile to floors, walls, ceilings, stair treads, promenade roof decks, garden walks, swimming pools and all places where tiles may be used to form a finished surface for practical use, sanitary finish or decorative purpose.

FIRE EXTINGUISHER REPAIRER

Effective Date: 07-19-19

Last Revision: 09-20-18

*OHR pulled the wages in July of 2019 and data has remained the same so there is no recommendation to change the base wage or fringes.

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Fire Extinguisher Repairer	\$19.74	\$6.76

The Fire Extinguisher Repairer performs the following duties: repairs and tests fire extinguishers in repair shops and in establishments, such as factories, homes, garages, and office buildings, using hand tools and hydrostatic test equipment, this repairer dismantles extinguisher and examines tubing, horns, head gaskets, cutter disks, and other parts for defects, and replaces worn or damaged parts. Using hand tools, this repairer cleans extinguishers and recharges them with materials, (such as soda water and sulfuric acid, carbon tetrachloride, nitrogen or patented solutions); tests extinguishers for conformity with legal specifications using hydrostatic test equipment and may install cabinets and brackets to hold extinguishers.

FUEL HANDLER SERIES**Effective Date:** 10-17-19

Last Revision: 11-15-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Fuel Distribution System Operator	\$23.41	\$7.18
Lead Fuel Distribution System Operator	\$24.48	\$7.36
Fuel Distribution System Mechanic	\$30.74	\$8.09
Lead Fuel Distribution System Mechanic	\$32.14	\$8.25

Plus 10% shift differential for hours worked between 6:00 p.m. and 6:00 a.m.

Fuel Distribution System Operator

Receives, stores, transfers, and issues fuel. Performs various testing procedures and documentation on fuel samples. Gauges tanks for water, temperature and fuel levels. Performs temperature and gravity testing for correct weight of fuel. Checks pumping systems for correct operating pressure or unusual noises. Inspects fuel receiving, storage, and distribution facilities to detect leakage, corrosion, faulty fittings, and malfunction of mechanical units, meters, and gauges such as distribution lines, float gauges, piping valves, pumps, and roof sumps. Operates a 24-hour control center; operates various computer equipment to determine potential equipment failure, leak and cathodic protection systems, pump failure, and emergency fuel shutoff systems. Monitors quality of fuel and drains excess condensation from fuel sumps and underground fuel pits. Inspects fuel tank farm for such items as leaks, low pressure, and unauthorized personnel. Performs general housekeeping and grounds maintenance for terminal, pipeline and dock areas, including fuel pits and valve vault cleaning and pump out activities. May connect lines, grounding wires, and loading and off-loading arms of hoses to pipelines. May assist Fuel Distribution System Mechanics by preparing work areas. Maintains record of inspections, observations and test results.

Lead Fuel Distribution System Operator

Performs lead duties such as making and approving work assignments and conducting on-the-job training as well as performing the various tasks performed by the Operator classification.

Fuel Distribution System Mechanic

Maintains and repairs fuel storage and distribution systems, equipment and filtration systems, and differential pressure valves. Corrects leakage, corrosion, faulty fittings, and malfunction of mechanical units, meters, and gauges such as distribution lines, float gauges, piping valves, pumps, and roof sumps. Inspects electrical wiring, switches, and controls for safe-operating condition, grounding, and adjustment; may make minor repairs. Lubricates and repacks valves. Lubricates pumps, replaces gaskets, and corrects pumping equipment misalignment. May clean strainers and filters, service water separators, and check meters for correct delivery and calibration. Overhauls system components such as pressure regulating valves and excess valves. Disassembles, adjusts, aligns, and calibrates gauges and meters or replaces them. Removes and installs equipment such as filters and piping to modify system or repair and replace system component. Cleans fuel tanks and distribution lines. Removes corrosion and repaints surfaces. Overhauls vacuum and pressure vents, floating roof seals, hangers, and roof sumps. Some positions maintain fuel-servicing equipment such as hydrant and tanker trucks. Maintains record of inspections and repairs and other related paperwork as required.

Lead Fuel Distribution System Mechanic

Performs lead duties such as making and approving work assignments and conducting on-the-job training as well as performing the various tasks performed by the Mechanic classification.

These classifications are recommended to be inclusive and to supersede any previously adopted classifications.

FURNITURE MOVERS

Moving, Storage and Cartage Workers

Effective Date: 10-17-19

Last Revision: 11-15-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Laborer/Helper	\$17.36	\$6.54
Furniture Driver/Packer	\$17.66	\$6.58
Lead Furniture Mover	\$18.46	\$6.67

GLYCOL FACILITY**Effective Date:** 06-20-19

Last Revision: 06-07-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
De-icing Facility Operator	\$27.64	\$7.67
Maintenance Mechanic	\$27.46	\$7.65
Glycol Plant Specialist	\$17.36	\$6.48

De-icing Facility Operator

The De-icing Facility Operator is responsible for the safe and efficient daily operation of all aircraft de-icing fluid equipment to include: mechanical vapor recompression (concentrators), distillation, polishing, distribution, and collection systems as well as daily routine chores to include: operating and controlling all facility machines and equipment associates with the aircraft deicing fluid system (ADS). Operate electrical motors, pumps and valves to regulate flow, add specific amounts of chemicals such as hydrochloric acid or sodium hydroxide to fluid(s) for adjustment as required, turn valves, change filters/activated carbon, and clean tanks as needed to optimize productivity. Monitor panel boards/HMI/PLC's, adjust control flow rates, repairs, and lubricate machinery and equipment using hand powered tools. Test fluids to determine quality controlling methods. Record data as necessary and maintain good housekeeping of the facility.

Maintenance Mechanic

The position of the Machinery Maintenance Mechanic will be primarily responsible for the routine maintenance and repairs of all facility equipment. Responsible for repairs to machinery and mechanical equipment, examine machines and mechanic equipment to diagnose source of trouble, dismantling or partly dismantling machines and performing repairs that mainly involve the use of hand tools in scraping and fitting parts, replacing broken or defective parts with items obtained from stock, ordering replacement parts, sending parts to a machine shop or equivalent for major repairs, preparing specific written specifications for repairs, SOP's for minor repairs, reassembly of machines and mechanical equipment, and making any necessary adjustments to all equipment for operational optimization.

Glycol Plant Specialist/Material Handling Laborer

The Material Handling Laborer is responsible for the safe and efficient daily documentation/recording of all ADF processors, distillation and polishing systems, as well as the distribution and collection system. Performing physical tasks to transport and/or store materials or fluids. Duties involve one or more of the following: manually loading or unloading trucks, tankers, tanks, totes, drums, pallets, unpacking, placing items on storage bins or proper locations. Utilizing hand carts, forklift, or wheelbarrow. Completing daily fluid inventory, to include tank measuring and completing fluid accountability records. Responsible for the overall facility housekeeping and general cleanliness. Escort vehicles and tankers in and out of the facility, change out filters as required on all systems, take samples and test for quality control and document the findings.

PARKING ELECTRONICS TECHNICIAN**Effective Date: 10-17-19**

Last Revision: 11-15-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Parking Electronics Technician	\$24.85	\$7.41

Plus 10% shift differential for regularly scheduled hours worked between 6:00 p.m. and 6:00 a.m.

This classification of work installs, modifies, troubleshoots, repairs and maintains revenue control equipment at manned and unmanned parking entrance and exit gates. Replaces consumable items such as tickets, printer ribbons, and light bulbs. Replaces modules and related equipment as needed to repair existing equipment, modify applications, or resolve unusual problems. Troubleshoots, tests, diagnoses, calibrates, and performs field repairs. Performs preventive maintenance such as inspection, testing, cleaning, lubricating, adjusting and replacing of serviceable parts to prevent equipment failure for electromechanical control to minimize repair problems and meet manufacturers' specifications.

PEST CONTROLLER**Effective Date: 07-19-19**

Last Revision: 09-20-18

*OHR pulled the wages in July of 2019 and data has remained the same so there is no recommendation to change the base wage or fringes.

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Pest Controller	\$20.41	\$6.84

The Pest Controller sprays chemical solutions or toxic gases and sets mechanical traps to kill pests that infest buildings and surrounding areas, fumigates rooms and buildings using toxic gases, sprays chemical solutions or dusts powders in rooms and work areas, places poisonous paste or bait and mechanical traps where pests are present; may clean areas that harbor pests, using rakes, brooms, shovels, and mops preparatory to fumigating; and may be required to hold State license

QUALITY CONTROL & ASSURANCE TECHNICIAN**Effective Date: 05-16-19**

Last Revision: 03-15-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Quality Control & Assurance Technician	\$23.85	\$7.23

The Quality Control & Assurance Technician provides support to Inland Technologies operations by independently performing standard analysis on samples related to the manufacture of spent de-icing fluid to a 99% recycled glycol product and waste water discharge. The Quality Control and Assurance Technician will continually look at ways to improve products and processes to exceed customer quality demands and decrease operational costs.

SIGN ERECTOR**Effective Date: 03-15-18**

Last Revision: 10-15-10

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Sign Erector	\$23.82	\$7.16

This classification of work erects, assembles, and/or maintains signs, sign structures and/or billboards using various tools. Erects pre-assembled illuminated signs on buildings or other structures according to sketches, drawings, or blueprints. Digs and fills holes, places poles. Bolts, screws. or nails sign panels to sign post or frame. Replaces or repairs damaged or worn

signs. May use welding equipment when installing sign. This classification is not a licensed electrician and therefore cannot make connections to power sources (i.e., provide exit lighting).

TRANSIT TECHNICIANS

Effective 1-18-2018, the Transit Technician classification series and associated wages will no longer be published because these classifications are not being used at this time.

TREE TRIMMERS

Effective Date: 09-19-19

Last Revision: **09-20-18**

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Tree Trimmer	\$20.55	\$6.91

This classification of work trims, removes, and applies insecticides to trees and shrubbery including trimming dead, diseased, or broken limbs from trees utilizing rope and saddle, chain, handsaw and other related equipment common to the care of trees and shrubs. Removes limbs, branches and other litter from the work area, observes safety rules, inspects and identifies tree diseases and insects of the area distinguishing beneficial insects and environmental stress, takes samples from diseased or insect infested trees for lab analysis, operates a wide variety of heavy and power equipment in trimming and removing trees and shrubbery i.e. mobile aerial tower unit, tandem trucks, loaders, chipper, etc., maintains all equipment.

WINDOW CLEANER

Effective Date: 12-19-19

Last Revision: 11-15-18

<u>Classification</u>	<u>Base Wage/Hour</u>	<u>Fringes/Hour</u>
Window Cleaner	\$26.64	\$9.73 (Single) \$12.91 (Children) \$13.62 (2-party) \$16.80 (Family)

Benefits/Overtime

Parking	With valid monthly parking receipt from approved parking lot, employees are reimbursed for the cost of parking. The employer shall reimburse employees for parking expenses from other parking lots up to the amount reimbursed for DIA Employee Parking Lot upon the submission of a monthly parking receipt. Only (1) one receipt per month.
Shift Differential	\$0.75 per hour for employees assigned to 3rd shift (11:00 p.m. to 7:00 a.m.)
Overtime	One and one-half (1½) times the basic rate of pay in excess of 7.5 hours worked per day or 37.5 hours worked per week.
Lunch	Any employee working seven and a half (7.5) hours in a day is entitled to a thirty (30) minute paid lunch.
Lead Work	\$1.25 per hour above highest paid employee under supervision
High Work	\$1.75 per hour (21 feet or more from ground (base) to top of surface/structure being cleaned)
Training	\$0.25 per hour
ECOPASS	The Company will provide an Eco-Pass to all bargaining unit employees or pay \$.24 per hour for travel differential.
Note:	The Career Service Board in their public hearing on April 3, 2008, approved to amend prevailing wages paid to the Window Cleaners as follows: "All contractors shall provide fringe benefits or cash equivalent at not less than the single rate amount. Contractors who offer health insurance shall provide an employer contribution to such insurance of not less than the 2-party or family

rate for any employee who elects 2-party or family coverage. Contractors who offer such coverage will be reimbursed for their employer contributions at the above rates under any City contract incorporating this wage specification.”

EXHIBIT G**EXECUTIVE ORDER NO. 136****TO: All Departments and Agencies Under the Mayor****FROM: John W. Hickenlooper, Mayor****DATE: May 21, 2009****SUBJECT: Non-displacement of Qualified Workers under City Service Contracts**

Purpose: When a city service contract expires, and a follow-on contract is awarded for the same service, at the same location, the successor contractor or its subcontractors often hires the majority of the predecessor's employees. On some occasions, however, a successor contractor or its subcontractors hires a new work force, thus displacing the predecessor's employees.

The City and County of Denver's procurement interests in economy and efficiency are served when the successor contractor hires the predecessor's employees. A carryover work force reduces disruption to the delivery of services during the period of transition between contractors and provides the City and County of Denver benefits of an experienced and trained work force that is familiar with the city's personnel, facilities and requirements.

- 0.0 **Applicable Authority.** The applicable authority relevant to the provisions and requirements of this Executive Order is found in § 2.2.10 (A) and (C) of the Charter of the City and County of Denver, as well as in the Mayor's authority to make and enforce contracts on behalf of the City and County of Denver as set forth in §§ 2.2.3 and 2.2.4 of the Charter.
- 1.0 **Policy.** It is the policy of the City and County of Denver that city service contracts and solicitations for such contracts shall include a clause that requires the contractor, and its subcontractors, under a contract that succeeds a contract for performance of the same or similar services at the same location, to offer those employees (other than managerial and supervisory employees) employed under the predecessor contract whose employment will be terminated as a result of the award of the successor contract, a right of first refusal of employment under the contract in positions for which they are qualified. There shall be no employment openings under the contract until such right of first refusal has been provided. Nothing in this order shall be construed to permit a contractor or subcontractor to fail to comply with any provision of any other Executive Order or other applicable laws and policies.

2.0 **Applicability.** As used in this Executive Order, the term “city services contract” shall mean a contract entered into directly by the City and County of Denver with a private contractor to provide maintenance or operational services to a city building or facility, and to which either the city’s Living Wage Ordinance (Sec. 20-80, D.R.M.C.) or the city’s Prevailing Wage Ordinance (Sec. 20-76) otherwise applies; to wit, this Executive Order shall apply to contracts for the performance of work by the following types of service employees only:

- A. Parking lot attendant.
- B. Security guard.
- C. Child care worker at any public building or public parking facility owned by the city.
- D. Clerical support worker.
- E. Janitors or custodian, including window washers and other similar janitorial or custodial work.

3.0 **Authority to Exempt Contracts.** If the head of any department or agency finds that the application of any of the requirements of any requirement of this Executive Order would not serve the purposes of this order or would impair the ability of the City and County of Denver to procure services on an economical and efficient basis, the head of such department or agency may exempt its department or agency from the requirements of any or all of this Executive Order with respect to a particular city services contract or any class of city services contracts.

4.0 **Contract Clause.** The following contract clause shall be included in solicitations for city service contracts that succeed contracts for performance of the same service at the same location and in the contract itself:

“NONDISPLACEMENT OF QUALIFIED WORKERS

“(a) Consistent with the efficient performance of this contract, the contractor and its subcontractors shall, except as otherwise provided herein, in good faith offer those employees (other than managerial and supervisory employees) employed under the predecessor contract whose employment will be terminated as a result of award of this contract or the expiration of the contract under which the employees were hired, a right of first refusal of employment under this contract in positions for which employees are qualified. The contractor and its subcontractors shall determine the number of employees necessary for efficient performance of the work. Except as provided in paragraph (b) there shall be no employment opening under this contract, and the

contractor and any subcontractors shall not offer employment under this contract, to any person prior to having complied fully with this obligation. The contractor and its subcontractors shall make an express offer of employment to each employee as provided herein and shall state the time within which the employee must accept such offer, but in no case shall the period within which the employee must accept the offer of employment be less than 10 days.

“(b) The contractor shall retain, for a ninety (90) day transition employment period, qualified employees who have exercised their right to accept employment with the contractor as provided in paragraph (a) of this section. During the ninety (90) day transition employment period, the contractor shall not discharge without cause an employee retained pursuant to this section. For purposes of this section, the term “cause” shall include, but not be limited to, the employee’s conduct while employed under the predecessor contract that may have contributed to any decision to terminate the predecessor contract. At the end of the ninety (90) day transition employment period, the contractor shall perform a written performance evaluation for each service employee retained pursuant to this section. If the employee’s performance during such ninety (90) day period is satisfactory, the contractor shall offer the employee continued employment under the terms and conditions established by the contractor or as required by law; provided, however, nothing in this section shall be construed to create any right or entitlement to continued employment by the contractor for any particular period of time in excess of the ninety (90) day transition employment period.

“(c) Notwithstanding the obligation under paragraph (a) above, the contractor and any subcontractors (1) may employ under this contract any employee who has worked for the contractor or subcontractor for at least 3 months immediately preceding the commencement of this contract and who would otherwise face lay-off or discharge, (2) are not required to offer a right of first refusal to any employee(s) of the predecessor contractor who are not service employees within the meaning of Section 3.0 of Executive Order No. 136, and (3) are not required to offer a right of first refusal to any employee(s) of the predecessor contractor whom the contractor or any of its subcontractors reasonably believes, based on the particular employee’s past performance, has failed to perform suitably on the job.

“(d) The contractor shall, not less than 10 days before completion of this contract, furnish the contract administrator a certified list of the names of all service employees working under this contract and its subcontracts during the last month of contract performance. The list shall also contain anniversary dates of employment of each service

employee under this contract and its predecessor contracts either with the current or predecessor contractors or their subcontractors. The contract administrator will provide the list to the successor contractor, and the list shall be provided on request to employees or their representatives.

“e) If it is determined that the contractor or its subcontractors are not in compliance with the requirements of this clause, appropriate sanctions may be imposed and remedies invoked against the contractor or its subcontractors, as provided in this contract.

“(f) In every subcontract entered into in order to perform services under this contract, the contractor will include provisions that ensure that each subcontractor will honor the requirements of paragraphs (a) through (b) with respect to the employees of a predecessor subcontractor or subcontractors working under this contract, as well as of a predecessor contractor and its subcontractors. The subcontract shall also include provisions to ensure that the subcontractor will provide the contractor with the information about the employees of the subcontractor needed by the contractor to comply with paragraph (c) above. The contractor will take such action with respect to any such subcontract as may be directed by the contract administrator as a means of enforcing such provisions, including the imposition of sanctions for non-compliance: provided, however, that if the contractor, as a result of such direction, becomes involved in litigation with a subcontractor, or is threatened with such involvement, the contractor may request that the city enter into such litigation to protect the interest of the city.”

5.0 **Enforcement.** The head of the department or agency administering a particular city service contract is responsible for receiving any complaints, investigating, and obtaining compliance with this Executive Order and any contractual provision entered into pursuant to this order.

6.0 **Severability.** If any provision of this Executive Order, or the application of such provision to any person or circumstance, is held to be invalid, the remainder of this order and the application of the provisions of such to any person or circumstance shall not be affected. Thereby.

7.0 **General Provisions.**

7.1 Nothing in this Executive Order shall be construed to impair or otherwise affect the authority granted by law to any department or agency of the city.

- 7.2 This Executive Order shall be implemented consistent with applicable law and subject to the availability of appropriations.
- 7.3 This Executive Order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the City and County of Denver, its departments, agencies, officers, employees, agents, or any other person.

8.0 **Effective Date.** This order shall become effective immediately and shall apply to solicitations for city service contracts issued on or after the date set forth above.

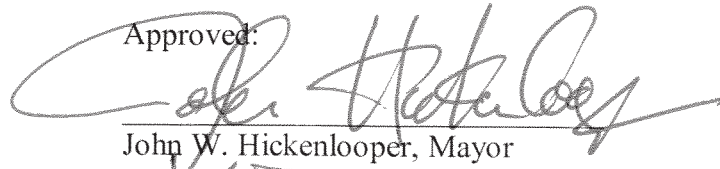
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Approved for legality:




David R. Fine, City Attorney


Approved:



John W. Hickenlooper, Mayor



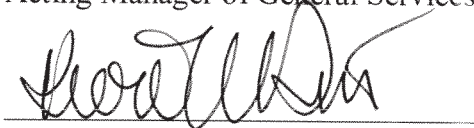
Kim Day
Manager of Aviation




Nancy Severson
Manager of Environmental Health



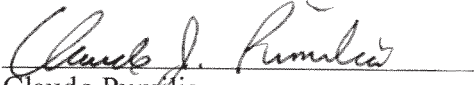
Acting Manager of General Services



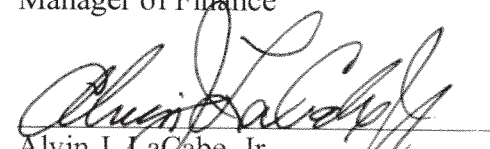
Kevin Patterson
Manager of Parks & Recreation




Guillermo "Bill" Vidal
Manager of Public Works



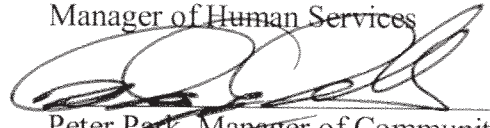
Claude Pumilia
Manager of Finance



Alvin J. LaCabe, Jr.
Manager of Safety



Patricia Wilson Pheanious
Manager of Human Services



Peter Park, Manager of Community
Development and Planning



**Flagship MWBE
Utilization/Compliance Plan**

As it relates to the Proposer/Contractor, the MWBE Compliance Plan should be innovative, comprehensive, open, and transparent. The Compliance Plan should be responsive to the following program fundamentals that addresses the following:

1. Identifies Proposer's commitment to the MWBE participation goal;

Flagship is committed to not only meeting but exceeding the 30% MWBE participation goal of this contract, currently proposing in excess of 40%+ MWBE participation. We have a proven track record of working with MWBEs in other large airports, for example between Tampa International and Orlando International airports we spend more than \$10M per year with our MWBEs.

Once contract negotiations have concluded with the City of Denver, Flagship will begin the transition phase of implementation of services. During this time regular meetings will be held with each minority partner to allow ample opportunity for question & answers and contract relationship governance.

Kevin Barton, Vice President of Operations and Spencer Stevens, Director of Operations will be the key individuals representing Flagship through the Transition and implementation phase to include the review of the contract relationship governance.

Kevin Barton
Vice President
512-569-2346

kbarton@flagshipinc.com

Spencer Stevens
Director of Operations
480-548-0667

sstevens@flagshipinc.com

2. An approach to promoting a level playing field and non-discrimination, by providing an open and transparent process.

During the performance of this contract, Flagship and our subcontractor(s) agrees that it will not discriminate on the basis of race, color, national origin, or sex. Failure to ensure non-discrimination is a material breach of contract, which may result in the termination of this contract or such other remedy.

To ensure fairness in the governance of our relationship with any minority partner, Flagship enters a contractual relationship with each minority partner. We provide ample opportunity for requested changes and for the minority entity to have the contract reviewed by legal counsel if they so choose.

The contract will outline all elements related to performance, staffing, compensation, penalties legal remedies and a defined resolution process of any contractual disputes that could arise.

Our contract with our minority partners utilizes cross referenced governance of the base contract to ensure equal application of all requirements of both Flagship as the Prime and

the minority partner. Those items can include compensation, incentives, standards of conduct, penalties etc.

Flagship takes the responsibility of mentorship very seriously, as such we avail all operating departments to our minority partners for educational and learning opportunities. In addition, Flagship has engaged Maxx Impact Group to provide guidance and ensure fair and equitable treatment to all participating MWBE partnerships. Areas Maxx Impact Group will be assisting in are as follows:

Outreach and Procurement

Maxx Impact Group will help to implement an MWBE program which builds on past and new relationships and partnerships while implementing progressive strategies to create a collaborative and inclusive project culture.

MIG will help the team identify new or underutilized MWBES and scopes of work to continue maximizing MWBE participation throughout the life of the project. MWBE participation and engagement will be sought and leveraged through the team's internal mechanism and as well as through strategic partnerships that Maxx Impact Group brings to the project.

Maxx Impact Group will assist FLAGSHIP to not only identify and unbundle packages into smaller, more feasible quantities, but also ensure that the MWBEs have an opportunity play a role in crafting their project work plan to ensure stronger alignment with their capacity building goals and growth strategy. As the project rolls out, Maxx Impact Group will continue to be innovative in our approach to including creative strategies to incorporate new and existing MWBEs.

Regular reporting of procurement activities, progress payments, MWBE capacity building efforts and activities aimed at relaying the extent of our activities with MWBEs, along with their impact, will be shared on a regular basis. Maxx Impact Group will help to ensure alignment with the existing and revised provisions in the DSBO ordinance and commits to administer the MWBE program in accordance with those new updates. Their team will work with DSBO through duration of the project and with all tiers to ensure that our efforts also align with policy and procedures that carry out the spirit and intent of the MWBE program.

Maxx Impact Group will ensure that the required documents and DSBO forms are submitted by Service Partners-regardless of tier. Reports will reflect the project's activities with MWBEs during reporting periods- whether monthly or quarterly, particularly for MWBE engagement, contracting, payment and more.

Flagship will be meeting with Maxx Impact Group on a monthly or as needed basis to discuss progress, review metrics related to procurement activities as required. Measurable KPI's will be reviewed to ensure each opportunity is well communicated and each participating company has an equal opportunity.

Issues mitigation and resolution

Maxx Impact Group will help to mitigate and manage any potential and actual MWBE issues and concerns in conjunction with Flagship. Since Flagship will be formally meeting with the individual MWBE's on a monthly basis we do not anticipate any significant issues that could arise.

Whether those issues are prompt Payment, termination/substitution/replacement, or another issue, their team is experienced and skilled and bringing parties to a place of understanding and increasing the likelihood of project and performance realignment.

Flagship utilizes a negotiation strategy for dispute resolution. The steps followed are outlined below.

The five steps to the negotiation process are:

- 1) Preparing and planning
- 2) Defining ground rules
- 3) Clarification and justification
- 4) Bargaining and problem solving
- 5) Closure and implementation

MWBE Capacity Building

Flagship and MIG will help to foster an environment where MWBEs can be successful and be positioned to increase capacity for greater opportunities in the future. Growing and scaling firms in the janitorial space begins with the current opportunity. Flagship is committed to partake in this experience through a thoughtful and multi-layered approach. Our team will ensure inclusive capacity building and meaningful engagement as they administer innovative strategies intended to disrupt the 'business as usual' thought processes and approach.

Mentor Protégé: Maxx Impact Group will assist in facilitating mentoring of MWBE firms. MWBEs will have access a dedicated MWBE Liaison as well as other project leadership so that collectively minimize barriers to information and support. Maxx Impact will also partner with Flagship to provide MWBE training to project staff in order to increase the knowledge base and allies who are available to aid in MWBE success on the project.

Through the formal monthly meetings, Flagship will evaluate the MWBE's current operating capacity and effectiveness and enter in to discussions about expanded opportunities should they come available.

Integration and Collaboration

Flagship's objective is to help create a collaborative project environment where MWBEs are urged and inspired to successfully perform via honest, prompt, and regular communication.

Monthly MWBE Team Status Meeting: Ongoing round of meeting to help foster team synergy and ensure that flow down coordination with DEN and DSBO requirements and updates being carried out in and with the MWBE Service Partners' activities regardless of tier.

Quarterly Project MWBE Participation Meetings with DSBO

Office Hours: Maxx Impact Group will offer MWBE Trade partners the opportunity to connect with any of leadership our team members in order to get one-on-one guidance, feedback and support regarding schedule, safety, performance and more upon request.

Some instances of previous mentorship are as follows:

- Health & Welfare selection and negotiation.
- Financial performance analysis.
- Leveraged procurement umbrella, allowing our minority partners to buy utilizing Flagship's pricing.
- Training for all employees on items such as Safety, Equipment, and chemical utilization.
- Shared training documentation related to all operational requirements.

3. Describes continuous communication, coordination, and involvement efforts of the MWBE subcontractors to ensure alignment of scheduling, safety requirements, owner direction, and performance expectations.

Clear lines of communication are established during project startup. The Flagship Management plan is used to establish clear lines of communication between Flagship management and subcontractor staff.

Formal communications include written evaluations of performance monthly by reviewing their logs, communications, and overall performance that month based on issues and

resolutions. On a quarterly basis, we will review and provide a Quality Audit Report based on the inspections during that time frame and go over goals met and set for the coming period. Annually, we will review the financial billings, insurance, overall cleaning performance, customer service, and our overall working relationship and set goals for coming year.

In addition, Flagship takes the privilege to mentor a small business very seriously. It is our desire through the mentorship to help develop efficient processes that allow them to accelerate through streamlining, analysis of daily performance related to several key performance indicators including Safety, Financial Performance, Customer Satisfaction, Growth and Employee Satisfaction.

To ensure transparency related to our partnership with each minority partner, Flagship includes the partner in all quarterly business reviews and invites the DSBO. At the time performance metrics will be reviewed with the City of Denver related to all entity's performance related to the minority participation. At that time, the minority partner can also provide input related to the relationship governance and make recommendations for improvement. We would also welcome the input and participation of the DSBO as well.

- 4. Defines how MWBE participation will be solicited, the subcontracting process, program and incorporated into the Proposer's overall procurement process and retain documentation of such solicitation efforts such as distribution lists for invitation to bids, list of bidders, and awardees.**

Flagship seeks out MWBE firms that enhance our service offering to clients. Leadership participates in discussions, including any design review meetings to take into consideration such factors as including but not limited to MWBE availability, bonding limits, and type of work capabilities available from MWBEs.

Flagship engages only qualified firms related to the MWBE opportunities, through the interview process Flagship outlines the performance criteria and solicits responses in several categories from each selected participant. Based on those responses, Flagship will either ask for clarifications to provided responses and or continue through the selection process. Example areas of performance criteria can include but are not limited to; financial health, years of providing like or similar services in an airport environment, safety record, turnover and retention data and management structure and knowledge.

During the transition phase the MWBE program and compliance to the program will be a critical step in service integration. Each participating MWBE partner will be provided a detailed outline of all necessary transition steps. Each week Flagship will host a call with all participating organizations and walk through the transition outline to ensure compliance and service will be implemented on the prescribed timeline.

- 5. Explains the debriefing process, how bid selections are made and keeping a record of each;**

Debriefings allow the MWBE to understand the evaluation process used by Flagship and provides an assessment of how it scored in that evaluation. Records of the subcontractor selection process are maintained. Subcontractors that are not selected and duly notified and debriefed to ensure a clear understanding of the selection process. The MWBE process is the foundation to our evaluation process, Flagship typically begins the MWBE sourcing process long before the RFP is even released for bid, this sometimes and often occurs 6-9 months in advance of the opportunity release.

Records related to the evaluation process generally consist of notes taken during each interview of the potential participants. The notes taken can be provided to the DSBO if required. Reconsideration is based on request from the MWBE, while this has not been a common occurrence in the past, Flagship would take into consideration any relevant and new information that could have an impact to the reconsideration process.

6. Explains how the anticipated work will be divided up into economically feasible units calculated to maximize participation opportunities by women and minority-owned firms.

Anticipated work will be divided up to meet MWBE Requirements. Flagship staff will manage MWBE and all work performed for DEN.

7. Identifies Good Faith Efforts requirements and evaluation criteria for post award solicitation process.

Flagship encompasses a sincere belief and motive without any malice or desire to defraud others. An evaluation of good faith efforts includes a review of the MWBE's overall performance toward goals, the identification of areas requiring additional examination, and ensuring that adequate information is available to determine good faith. Flagship continuously evaluates overall performance; we diligently work with each MWBE to ensure they completely understand expectations and can fulfill those expectations. Areas for improvement can and will be discussed in a transparent fashion to ensure there is no ambiguity in perceived performance. The intent of this process is to resolve areas of deficiency before they become unmanageable for the MWBE. Flagship will always partner with the MWBE and work to rectify perceived areas requiring improvement.

Identified deficiencies will be documented and communicated with the MWBE partner and the DSBO. A Performance Improvement Plan with assigned action items will be tracked in an online document accessible to the MWBE, DSBO and Flagship. Regular meetings will be coordinated with all parties in attendance. Action items outlined in the P.I.P will be discussed and tracked to ensure Good Faith Efforts are being made by all parties involved.

8. Identifies adherence to DSBO ordinance provisions (i.e. termination, removal, substitution, prompt payment, reporting etc.) and ensure compliance with DSBO

requirements regardless of tier.

Flagship, as the prime contractor, is responsible for adherence to DSBO ordinance provisions and will ensure compliance with DBSO requirements regardless of tier. Related to our MWBE partnerships, Flagship will govern itself and the MWBE's by the DSBO Rules and Regulations as well as any contributing Federal Rules and Regulations that may apply to the relationship.

9. Outlines monthly reporting of progress toward meeting Compliance Plan requirements for minority and women-owned business utilization as well as all other DSBO reporting requirements.

Flagship provides monthly reporting of progress toward meeting Compliance Plan requirements for minority and women-owned business utilization as well as all other DSBO reporting requirements.

Monthly reports will be provided to the DSBO. Content of the report will include but is not limited to the following information.

1. Overall participation percentage for each MWBE towards the outlined total goal stated at 30%. Actual percentages will be provided, currently stated in excess of 40%+.
2. Quality Performance inspections of assigned service areas completed in collaboration with the assigned CCS and or CCC, MWBE and Flagship.
3. Staffing Metrics
4. Safety Metrics
5. Relevant Union information or communication.

10. Provides creative strategies to incorporate new and existing MWBEs inclusive of but not limited to specific services requested in Scope of Work.

Flagship provides creative strategies to incorporate new and existing MWBEs inclusive of but not limited to specific services requested in Scope of Work. Flagship continually looks for opportunities to integrate a qualified MBWE if approved.

Flagship has been provided additional opportunities and at our suggestion and recommendation we will be providing additional opportunities to a second MWBE that is certified through the DBE program. The newly assigned duties allowed us an opportunity to continue a mentorship with another MWBE.

Flagship also recognizes certain service lines that may be better fulfilled by a company that performs specialty services. In these instances, we always pursue an MWBE even when it is not contractually required.

11. Provide an ongoing list of certified firms that provide capability statements and which of those certified firms they communicated with regarding solicitations related to this project.

Flagship maintains a list of certified firms that provide capability statements and which of those certified firms they communicated with regarding solicitations related to this project. As previously stated, additional responsibilities were assigned Flagship through the negotiation phase. We requested the integration of an additional MWBE firm to provide these services further expanding our estimated participation of 37% at the time of submission. We believe our participation will be around 39-42% once we completed the labor distribution.

Companies we have considered for this opportunity are as follows:

- Southeast Airport Services
- Whayne Enterprises
- FCS Cleaning Systems
- American Facility Services Group

12. Describes involvement with small business initiatives, support services, bonding assistance, mentoring programs, joint ventures, etc. that may be utilized on the project.

Flagship reviews and works to adhere to small business initiatives, support services, bonding assistance, mentoring programs, joint ventures, etc. that may be used on the project.

Flagship is intimately involved mentoring the MWBE's, to the extent the MWBE's are comfortable. We have previously aided on a multitude of categories including but not limited to:

1. Loans – Flagship has lent money at zero interest to several MWBE's we have partnered with either for capital expenditures and or carrying cost i.e. payroll.
2. Net Zero Payment Terms – In certain circumstances and to allow the MWBE to acclimate to new financial requirements, we will place the MWBE on a Net Zero Payment Terms to mitigate financial exposure in carrying cost.
3. We typically do not require our MWBE's to provide us a performance bond, our bonding covers the entire contract and work at risk in not requiring our MWBE to provide us a bond. In addition, this reduces their operating cost to better manage expenses.

- a. If a MWBE requires information, education, or assistance in obtaining bonding we have and will continue to provide assistance in the form of education and best practices we have learned through the bonding process.
4. Flagship has and will continue to provide mentoring in several additional operational categories including:
 - a. ERP Systems
 - b. Time and Attendance Platforms
 - c. Safety Programs and Training – In addition, Flagship extends our entire safety program including training documentation and processes to all MWBE's to ensure they train all employees in best in class and the safest processes know.
 - d. Best in class functional training for all employees, including access to Flagship's national partners for equipment and chemical.

13. Outlines community outreach and public information approach to maximize participation opportunities for small and minority woman owned businesses and how community associations and organizations will be incorporated; and

An integral component of Flagship's MWBE process are the processes, procedures, and formalized efforts to identify, solicit and ensure MWBE participation in contracting opportunities. The MWBE outreach efforts are designed to document initiatives and establish procedures which best inform, present, and achieve results for maximum consideration and participation by MWBEs. Key to Flagship's outreach efforts are internal and external communication as well as interaction with MWBE business community. Flagship continually engages the MWBE community related to partnership opportunities, that includes collaborative sharing opportunities when they arise, and sharing opportunities that may not be ideal business targets for Flagship that a MWBE may be better suited for. As an example, Flagship has shared in excess of ten bidding opportunities with another MWBE partner in Orlando, FL related to opportunities that were either outside of our area of focus and or were better suited to be performed by our MWBE partner.

Flagship has recently been honored to have been re-awarded to comparable contracts to the Denver International opportunity. In these instances, we held a meet and greet meeting with qualified MWBE's to determine which companies may be interested in partnering and were the best fit to achieve the desirable outcomes for both parties. This proved very successful as we developed two new MWBE partnerships integrated into our contracts. Flagship is in the process of developing a partnership with Maxx Impact Group to further develop our community outreach to MWBE's in the Denver market. We feel this partnership will add value not only with our proposed MWBE's but also provide guidance on any new opportunities that may present themselves.

As Flagship is new to the Colorado and more specifically the Denver market, we are

beginning to establish market connections to helps us better acclimate to the market. That includes engaging the Maxx Impact Group locally, we are also requesting additional information from the organizations HCC and CEI. Flagship is committed to being a productive community steward, and as such we will continue to pursue opportunities to become part of the Denver community.

Provides examples of up to a maximum of 5 projects where the Proposer has been successful in promoting the participation of small, minority and women-owned businesses. Projects similar in size and scope to this Project are highly desired.

Orlando International Airport

Flagship works with three subcontractors at Orlando International Airport: Southeast, Florida, and Sterling cleaning companies providing more than 35% of the contract total. The subcontractors provide more than 160 staff to support this contract.

The Orlando contract established a participation goal of 20% for a MWBE certified organization and 17% LDB/VBE certified organization. Flagship currently maintains an approximately 42% participation on average.

As discussed in previous answers, Flagship works diligently with all MWBE partners to ensure collaborative success. Again, that includes developing organizational infrastructure, employee development, financial support, contract sharing and best in class business practices as we understand them.

Tampa International Airport

Flagship works with Florida Cleaning Systems to provide more than 20% of the contract total services to TPA. FCS provides more than 35 staff to support this contract.

The Tampa contract established a 20% participation goal, currently Flagship maintains over 26% participation on the Tampa contract.

Made and entered into this 9th day of December 2020.

Flagship acknowledges that in addition to all applicable provisions of the MWBE Ordinance, Flagship shall comply with the requirements of the approved Utilization Plan and updates to this Plan will be performed annually at the discretion of DSBO.

Janitorial Services for Denver International Airport

MWBE Utilization/Compliance Plan


DSBO Assistant Director (delegated authority
from DSBO Director)

By: Mica Anderson

Date: 12/11/2020



Flagship Representative

By: Kevin Barton

Date: 12/10/2020