



DEN JANITORIAL SERVICES CONTRACT: FLAGSHIP FACILITY SERVICES

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DEN VALUES

- Inclusion
- Sustainability
- Integrity
- Stewardship
- Innovation
- Humanity

OUR JANITORIAL CONTRACTS

- DEN Janitorial work broken up to provide greater opportunities for small, women and minority owned firms
 - Small business opportunity for window washing (~\$7.5M over 4 years)
 - Procurement to start soon
 - Small business opportunity for outlying buildings (~\$3.4M over 4 years)
 - Currently in procurement
 - Terminal and Concourses Janitorial before you today (\$182.9M over 5 years)
 - MWBE subcontractor responsible for A and C Concourses (38% of contract, \$69.5M)
 - MWBE subcontractor responsible for TSA and Food Courts (3% of contract, \$5M)
 - Mentor Protégé Joint Venture for Terminal (20% of contract, \$35.5M)
 - MBE is 51% partner for terminal
 - At least one small business subcontractor to them



CONTRACT OVERVIEW

- This contract was competitively bid
- Flagship Facility Services selected as apparent best proposer
- \$182,986,361.33 for three-year term with two one-year options
- DSBO established a 30% MWBE goal
- Flagship has committed to 41% MWBE participation
- Mentor-Protégé Joint Venture for terminal area
- Maxine Pryor to lead outreach, training and mentoring for Flagship

INCREASE IN CONTRACT BUDGET

- Total proposed contract amount: \$182,986,361
- Variance from previous contract: \$68,103,361
- Reasons for increase:
 - Addition area of new gates
 - Addition of TSA and Food Courts
 - COVID-19 disinfecting
 - Increase in staffing and cleaning frequency
 - Employee incentive program
 - Contingency for prevailing wage and fringe increases
 - Increase in cost of RTD Ecopass
 - General increase due to passenger growth, inflation

BUDGET OVERVIEW



Janitorial Expenses	
Concourses A and C: Whyne and Sons	\$ 69,500,000
Concourse B & Other Areas: Flagship	\$ 60,517,119
Food Courts and TSA area: American Facilities Service Group	\$ 5,000,000
Terminal Joint Venture: Flagship and AHRMDCO	\$ 35,500,000
Other Expenses	
COVID-19 spray/disinfecting	\$ 712,080
Sidewalk snow removal	\$ 2,030,000
Administrative Expenses, including: Healthcare Prevailing wage and fringe increases contingency Incentive Program	\$ 9,727,162
Maximum Contract Amount	\$182,986,361

MWBE PARTICIPATION

- DSBO Established Goal for the RFP: 30%
- MWBE Commitment from Flagship: 41%+
- 38% : MWBE responsible for A and C Concourses
 - Wayne and Sons Enterprises headquartered in Denver
 - Certified MWBE with over 38 years of experience
- 3%: MWBE responsible for TSA Areas and Food Courts
 - American Facilities Services Group, headquartered in Lakewood
 - Certified MWBE with over 30 years of experience
- First MWBE Utilization Plan for Janitorial at DEN

MWBE UTILIZATION PLAN

- Mentor protégé relationship with certified MWBE firm
- Continuous communication and coordination to ensure:
 - Alignment of scheduling
 - Safety requirements
 - Owner direction
 - Performance expectations
- Providing technical services, guidance, resources and access to capital
- Adherence to DSBO ordinance provisions (termination, removal, substitution, prompt payment, reporting)
- Ensures compliance with DSBO requirements regardless of tier



TERMINAL JOINT VENTURE PROJECT

- Mentor-Protégé Joint Venture pilot project for Terminal work
- Goal is growing MWBE janitorial firms at DEN
- 51% Minority Owned Enterprise
 - AHRMDCO (Rod Lemon) will serve as partner to Flagship
 - Self-perform some work
 - Subcontract opportunities to other MWBE firms
- 49% Flagship Facility Services
 - Financial assistance (equity investments, loans, bonding)
 - Business development assistance
 - General and administrative assistance
 - Human resources
 - Accounting support

BENEFITS OF THIS PROPOSAL

- Flagship has extensive experience in providing janitorial service to large airports, including managing transition of service
- Great opportunity for MWBE responsibility and growth
- Joint-Venture Mentor-Protégé pilot project
- Employee incentive program
- Commitment to employee education and safety
- Flagship has proven experience developing MWBE subcontractors and supporting them in achieving the highest level of success

BENEFITS OF THIS PROPOSAL

- Flagship will:
 - Review and determine financial stability of each sub-partner
 - Offer financial assistance through the transition
 - Communicate daily and meet weekly with each sub/JV partner to discuss issues
 - Maintain and review performance metrics
 - Perform quarterly reviews of all performance metrics

WHO IS FLAGSHIP?



- 30 years of experience serving international airports
- Offers integrated facility management services
- Successfully replaced long term incumbents at large airports, including Salt Lake City, Phoenix, Tampa and Orlando
- Cleans over 19 million square feet of airports daily
- Successful track record working with SEIU at numerous airports
- Demonstrated true commitment to our MWBE community and desire to help them grow
- Inclusion is one of Flagship's core values and they believe in modeling inclusion at all levels of the organization

FLAGSHIP MANAGEMENT

- Establishes key performance standards
 - Inspections
 - Staffing
 - Schedule Compliance
 - Safety
 - Customer Service and General Training
- Provides technology to improve DEN's janitorial service level
- Performance dashboard provides accesses to metrics, including:
 - Inspection scores
 - Number of work orders
 - Average response time to work orders

ENSURING EMPLOYEE SUCCESS



- Key contract provisions to ensure MWBE success:
 - Flagship to provide personal protective equipment (PPE)
 - Staff required to wear PPE
 - Training required of every employee
 - 16 different training modules including:
 - Handling of equipment and chemicals
 - OSHA and hazmat training,
 - All hazards training (active-shooter or other emergency scenarios)
 - Customer service

FLAGSHIP COMMITMENT TO DEN VALUES



- To provide more opportunities for growth for MWBE firms
- Pilot program: Joint-Venture Mentor-Protégé
- Diversity and inclusion training
- Employee incentive program
- Commitment to employee education and safety



DENVER INTERNATIONAL AIRPORT

DEN