

ON-CALL AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT FOR PROFESSIONAL SERVICES (“**Agreement**”) is made and entered into as of the date stated on the 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 (the “**City**”), and **V-1 CONSULTING, LLC** a Colorado limited liability company authorized to do business in the State of Colorado (“**Contractor**” or “**PMT**”) (collectively the “**Parties**”).

WITNESSETH:

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

WHEREAS, the City desires to obtain professional program management consultation services in support of development of the Concourse C West Expansion; and

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

WHEREAS, Contractor’s proposal was selected for award of the Concourse C West Program Management Support Services project (the “**Project**”); and

WHEREAS, Contractor is qualified, willing, and able to perform the services, as set forth in this Agreement in a timely, efficient, and economical manner; and

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

1. LINE OF AUTHORITY:

The Chief Executive Officer of the Department of Aviation or their designee or successor in function (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 Design, Engineering and Construction (“**DEC**”) division. The relevant Senior Vice President (the “**SVP**”), or their designee (the “**Director**”), will designate an Aviation Program Manager to coordinate professional services under this Agreement. Reports, memoranda, correspondence, and other submittals required of Contractor hereunder shall be processed in accordance with the Aviation Program Manager’s directions.

2. SCOPE OF WORK AND CONTRACTOR RESPONSIBILITIES:

A. Scope of Services. Contractor shall provide professional services and deliverables for the City as designated by the CEO, from time to time and as described in the attached ***Exhibit A*** (“**Scope of Work**”) and in accordance with Task Orders, schedules and budgets set by the City. Without requiring an amendment to this Agreement, the City may, through a Task Order or similar form issued by the CEO and signed by the Contractor, make minor changes, additions, or deletions to the Scope of Work without change to the Maximum Contract Amount.

B. Task Orders. The Aviation Program Manager will issue task orders for work to be completed under this Agreement (“**Task Orders**”) in accordance with the provisions of ***Exhibit D*** (“**Task and Invoice Procedure**”). The terms of each Task Order must include but are not limited to information regarding schedule, staffing, and pricing. The Aviation Program Manager may reduce or increase the scope of work and/or staffing required by a Task Order. The time and cost of performance shall be adjusted to reflect the time and cost resulting from the reduction or increase. In the City’s sole discretion, the Aviation Program Manager may elect to directly solicit or competitively procure the work under each Task Order.

C. Standard of Performance.

i. Contractor shall faithfully perform the work required under this Agreement in accordance with the standard of care, skill, efficiency, knowledge, training, and judgment provided by highly competent professionals who perform work of a similar nature to the work described in this Agreement.

ii. Contractor shall be liable to the City for all acts and omissions of Contractor and its employees, subcontractors, agents and any other party with whom Contractor contracts to perform any portion of the work under this Agreement, including any design elements of any authorized Task Order.

D. Time is of the Essence. Contractor acknowledges that time is of the essence in its performance of all work and obligations under this Agreement. Contractor shall perform all work under this Agreement in a timely and diligent manner.

E. Subcontractors.

i. In order to retain, hire, and/or contract with an outside subcontractor that is not identified in this Agreement for work under this Agreement, Contractor must obtain the prior written consent of the CEO. Contractor shall request the CEO’s approval in writing and shall include a description of the nature and extent of the services to be provided; the name, address and professional experience of the proposed subcontractor; and any other information requested by the City.

ii. The CEO shall have the right to reject any proposed outside subcontractor deemed by the CEO to be unqualified or unsuitable for any reason to perform the proposed services. The CEO shall have the right to limit the number of outside subcontractors and/or to limit the percentage of work to be performed by them.

iii. Any final agreement or contract with an approved subcontractor must contain a valid and binding provision whereby the subcontractor waives any and all rights to make any claim of payment against the City or to file or claim any lien or encumbrance against any City property arising out of the performance or non-performance of this Agreement and/or the subcontract.

iv. Contractor is subject to Denver Revised Municipal Code (“**D.R.M.C.**”) § 20-112, wherein Contractor shall pay its subcontractors in a timely fashion. A payment

is timely if it is mailed to the subcontractor no later than seven (7) days after receipt of any payment from the City. Any late payments are subject to a late payment penalty as provided in the Denver Prompt Payment Ordinance (D.R.M.C. §§ 20-107 through 20-118).

v. This Section, or any other provision of this Agreement, shall not create any contractual relationship between the City and any subcontractor. The City's approval of a subcontractor shall not create in that subcontractor a right to any subcontract. The City's approval of a subcontractor does not relieve Contractor of its responsibilities under this Agreement, including the work to be performed by the subcontractor.

F. Personnel Assignments.

i. Contractor or its subcontractor(s) shall assign all key personnel identified in *Exhibit F* ("**Request for Qualifications, Proposals and Response to Request for Qualifications, Proposals**") and this Agreement, including Task Order(s), to perform work under this Agreement ("**Key Personnel**"). Key Personnel shall perform work under this Agreement, unless otherwise approved in writing by the SVP or their authorized representative. In the event that replacement of Key Personnel is necessary, the City in its sole discretion shall approve or reject the replacement, if any, or shall determine that no replacement is necessary.

ii. It is the intent of the Parties that all Key Personnel perform their specialty for all such services required by this Agreement. Contractor and its subcontractor(s) shall retain Key Personnel for the entire Term of this Agreement to the extent practicable and to the extent that such services maximize the quality of work performed.

iii. If, during the Term of this Agreement, the Aviation Program Manager determines that the performance of any Key Personnel or other personnel, whether of Contractor or its subcontractor(s), is not acceptable or that any such personnel is no longer needed for performance of any work under this Agreement or Task Order(s), the Aviation Program Manager shall notify Contractor and may give Contractor notice of the period of time which the Aviation Program Manager considers reasonable to correct such performance or remove the personnel, as applicable.

iv. If Contractor fails to correct such performance, then the City may revoke its approval of the Key Personnel or other personnel in question and notify Contractor that such Key Personnel or other personnel will not be retained on this Project. Within ten (10) days of receiving this notice, Contractor shall use its best efforts to obtain adequate substitute personnel who must be approved in writing by the Aviation Program Manager. Contractor's failure to obtain the Aviation Program Manager's approval shall be grounds for Termination for Cause in accordance with this Agreement.

3. OWNERSHIP AND DELIVERABLES:

Upon payment to Contractor, all records, data, deliverables, and any other work product prepared by Contractor or any custom development work performed by Contractor for the purpose of performing this Agreement on or before the day of the payment, whether periodic or final

payment, shall become the sole property of the City. Upon request by the City, or based on any schedule agreed to by Contractor and the City, Contractor shall provide the City with copies of the data/files that have been uploaded to any database maintained by or on behalf of Contractor or otherwise saved or maintained by Contractor as part of the services provided to the City under this Agreement. All such data/files shall be provided to the City electronically in a format agreed to by the Parties. Contractor also agrees to allow the City to review any of the procedures Contractor uses in performing any work or other obligations under this Agreement, and to make available for inspection any and all notes, documents, materials, and devices used in the preparation for or performance of any of the scope of work, for up to three (3) years after termination of this Agreement. Upon written request from the City, Contractor shall deliver any information requested pursuant to this Section within ten (10) business days in the event a schedule or otherwise agreed-upon timeframe does not exist.

4. TERM AND TERMINATION:

A. Term. The Term of this Agreement shall commence on the Effective Date and shall expire seven (7) years from the Effective Date, unless terminated in accordance with the terms stated herein (the “**Expiration Date**”). The Term of this Agreement may be extended for two (2), additional, one-year, periods, on the same terms and conditions, by written notice from the CEO to Contractor. However, no extension of the Term shall increase the Maximum Contract Amount stated below.

B. If the Term expires prior to Contractor completing the work under this Agreement, subject to the prior written approval of the CEO, this Agreement shall remain in full force and effect until the completion of any services commenced prior to the Expiration Date. Contractor has no right to compensation for services performed after the Expiration Date without such express approval from the CEO.

C. Suspension and Termination.

i. **Suspension.** The City may suspend performance of this Agreement at any time with or without cause. Upon receipt of notice from the SVP, Contractor shall, as directed in the notice, stop work and submit an invoice for any work performed but not yet billed. Any milestones or other deadlines shall be extended by the period of suspension unless otherwise agreed to by the City and Contractor. The Expiration Date shall not be extended as a result of a suspension.

ii. **Termination for Convenience.** The City may terminate this Agreement at any time without cause upon written notice to Contractor.

iii. **Termination for Cause.** In the event Contractor fails to perform any provision of this Agreement, the City may either:

- a. Terminate this Agreement for cause with ten (10) days prior written notice to Contractor; or
- b. Provide Contractor with written notice of the breach and allow

Contractor an Opportunity to Cure.

iv. Opportunity to Cure. Upon receiving the City's notice of breach pursuant to Section 4(C)(iii)(b), Contractor shall have five (5) days to commence remedying its defective performance. If Contractor diligently cures its defective performance to the City's satisfaction within a reasonable time as determined by the City, then this Agreement shall not terminate and shall remain in full force and effect. If Contractor fails to cure the breach to the City's satisfaction, then the City may terminate this Agreement pursuant to Section 4(C)(iii)(a).

v. Compensation for Services Performed Prior to Suspension or Termination Notice. If this Agreement is suspended or terminated, the City shall pay Contractor the reasonable cost of only those services performed to the satisfaction of the CEO prior to the notice of suspension or termination. Contractor shall submit a final invoice for these costs within thirty (30) days of the date of the notice. Contractor has no right to compensation for services performed after the notice unless directed to perform those services by the City as part of the suspension or termination process or as provided in Section 4(C)(vi) below.

vi. Reimbursement for Cost of Orderly Termination. In the event of Termination for Convenience of this Agreement pursuant to Section 4(C)(ii), Contractor may request reimbursement from the City of the reasonable costs of orderly termination associated with the Termination for Convenience as part of its submittal of costs pursuant to Section 4(C)(v). In no event shall the total sums paid by the City pursuant to this Agreement, including Sections 4(C)(v) and (C)(vi), exceed the Maximum Contract Amount.

vii. No Claims. Upon termination of this Agreement, Contractor shall have no claim of any kind against the City by reason of such termination 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 termination.

D. Remedies. In the event Contractor breaches this Agreement, Contractor shall be liable to the City for all costs of correcting the work without additional compensation, including but not limited to additional costs incurred by the City, its tenants, or its other contractors arising out of Contractor's defective work. These remedies are in addition to, and do not limit, the remedies available to the City in law or in equity. These remedies do not amend or limit the requirements of Section 8 and Section 9 otherwise provided for in this Agreement.

5. COMPENSATION AND PAYMENT:

A. Maximum Contract Amount. Notwithstanding any other provision of this Agreement, the City shall not be liable under any theory 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 **Seventy Million Dollars and No Cents (\$70,000,000.00)** ("**Maximum Contract Amount**"). Contractor shall perform the services and be paid for those services as provided for in this Agreement, including in any Task Order(s), up to the Maximum Contract Amount.

B. Limited Obligation of City. The obligations of the City under this Agreement shall extend only to monies appropriated and encumbered for the purposes of this Agreement. Contractor acknowledges and understands the 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 the City. The City is not under any obligation to make any future encumbrances or appropriations for this Agreement nor is the City under any obligation to amend this Agreement to increase the Maximum Contract Amount above.

C. Payment Source. For payments required under this Agreement, the City shall make payments to Contractor solely from funds of the Airport System Fund and from no other fund or source. The City has no obligation to make payments from any other source.

D. Fee. Initial individual hourly rates and charges, including any applicable multiplier, are set forth in **Exhibit B (“Rates”)**. The SVP, or their designee, in their sole discretion, may annually adjust the Rates. Rate adjustments shall not exceed the percentage allocated in the City’s most recent budget for the average merit increase across City employees. The City shall consider an adjustment to Rates pursuant to this Section only upon Contractor’s written request submitted to the Aviation Program Manager no later than sixty (60) days prior to the date such adjustment would be effective if approved by the City and shall be accompanied by a justification letter with documentation supporting Contractor’s request. Subject to the maximum percentage for any adjustment provided herein, the City reserves the right to accept, reject, or negotiate Contractor’s requested Rate adjustments or timing thereof.

E. Payment Schedule. Subject to the Maximum Contract Amount, for payments required under this Agreement, the City shall pay Contractor’s fees and expenses in accordance with this Agreement. Unless otherwise agreed to in writing, Contractor shall invoice the City on a regular basis in arrears and the City shall pay each invoice in accordance with Denver’s Prompt Payment Ordinance, D.R.M.C. § 20-107, *et seq.*, subject to the Maximum Contract Amount.

F. Invoices. Unless otherwise provided in a Task Order, Contractor shall submit to the City a monthly progress invoice in the form and format directed by the City and in accordance with the requirements provided in **Exhibit D**, containing reimbursable costs and receipts from the previous month for professional services rendered under this Agreement to be audited and approved by the City (“**Invoice**”). Each Invoice shall provide the basis for payments to Contractor under this Agreement. In submitting an Invoice, Contractor shall comply with all requirements of this Agreement and:

- i. Include an executive summary and status report(s) that describe the progress of the services and summarize the work performed during the period covered by the Invoice;
- ii. Include a statement of recorded hours that are billed at an hourly rate;
- iii. Include the relevant purchase order (“**PO**”) number related to the Invoice;

iv. Ensure that amounts shown on the Invoices comply with and clearly reference the relevant services, indicate the hourly rate and multiplier where applicable, and identify the allowable reimbursable expenses;

v. For only those reimbursable costs incurred in the previous month, submit itemized business expense logs and, where billing is based upon receipts, include copies of receipts for all allowable reimbursable expenses;

vi. Include the signature of an authorized officer of Contractor, along with such officer's certification they have examined the Invoice and found it to be correct; and

vii. Submit each Invoice via email to AccountsPayableContracts@flydenver.com.

viii. Late Fees. Contractor understands and agrees interest and late fees shall be payable by the City only to the extent authorized and provided for in the City's Prompt Payment Ordinance.

ix. Travel Expenses. Travel and any other expenses are not reimbursable unless such expenses are related to and in furtherance of the purposes of Contractor's engagement, are in accordance with this Agreement, and Contractor receives prior written approval of the SVP or their authorized representative.

G. Timesheets. Contractor shall maintain all timesheets kept or created in relation to the services performed under this Agreement. The City may examine such timesheets and any other related documents upon the City's request.

H. Disputed Invoices. The City reserves the right to reject and not pay any Invoice or part thereof, including any final Invoice resulting from a Termination of this Agreement or any Task Order, where the SVP or their authorized representative determines the amount invoiced exceeds the amount owed based upon the work satisfactorily performed. The City shall pay any undisputed items contained in an Invoice. Disputes concerning payments under this provision shall be resolved in accordance with procedures set forth in Section 9.

I. Carry Over. If Contractor's total fees for any of the services provided under this Agreement are less than the amount budgeted for, the amount remaining in the budget may be used for additional and related services rendered by Contractor if the CEO determines such fees are reasonable and appropriate and provides written approval of the expenditure.

6. SBE, WAGES AND PROMPT PAYMENT:

A. Small Business Enterprise.

- i. This Agreement is subject to D.R.M.C. Article VII of Chapter 28, designated as §§ 28-201 to 28-236 (the "**SBE Ordinance**"), and the Rules and Regulations promulgated pursuant thereto. This Agreement is also subject to the defined selection pool requirements of the SBE Ordinance.

The Contractor is a certified Small Business Enterprise (“SBE”) and pursuant to D.R.M.C. § 28-208, the Contractor is required to self-perform a minimum of 30% of the contract work. The Contractor’s Goal Commitment to additional SBE participation for this Agreement is 32% as stipulated in the Division of Small Business Opportunity’s (“DSBO”) Commitment to SBE Participation Form submitted by the Contractor.

- ii. Under D.R.M.C. § 28-222, the Contractor has an ongoing, affirmative obligation for the duration of this Agreement to comply with the SBE defined selection pool and SBE self-performance requirements as well as additional SBE participation upon which this Agreement was awarded, unless the City initiates a material modification to the scope of work affecting this Agreement through change order, contract amendment, force account, or other modification under D.R.M.C. § 28-223. The Contractor acknowledges that:
 - a. If directed by DSBO, the Contractor is required to develop and comply with a Utilization Plan in accordance with D.R.M.C. § 28-218. Along with the Utilization Plan requirements, the Contractor 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 SBE requirement. The Utilization Plan is subject to modification by DSBO.
 - b. It must establish and maintain records and submit regular reports, as required, which will allow the City to assess the Contractor’s compliance with the defined selection pool requirements and SBE self-performance requirements.
 - c. Contractor shall have a continuing obligation to promptly inform DSBO in writing of any agreed upon increase or decrease in the scope of work of this Agreement, upon any of the bases under D.R.M.C. § 28-223, regardless of whether such increase or decrease in scope of work has been reduced to writing at the time of notification of the change to the City. Any increase in the scope of services of this Agreement, whether by amendment or other modification, which increases the dollar value of the Agreement, if such change is within the scope of work designated for performance by the Contractor at the time of award of this Agreement, shall be promptly submitted to the DSBO.
 - d. The Contractor shall achieve defined selection pool requirements and self-performance requirements with respect to such changed scope of work by performing such work.
 - e. The Contractor shall supply to DSBO documentation required by

ordinance with respect to the increased dollar value of this Agreement. The Contractor shall not, during the term of this Agreement fail to in fact perform as an SBE to achieve the work scope originally listed at proposal submission in order to achieve defined selection pool and self-performance requirements; or modify or eliminate all or any portion of the scope of work upon which self-performance is based and the contract was awarded, unless directed by the City.

- f. If applicable, for contracts of one million dollars (\$1,000,000.00) and over, the Contractor is required to comply with D.R.M.C. § 28-225 regarding prompt payment to SBEs. Payment to SBE subcontractors shall be made by no later than thirty-five (35) days after receipt of the SBE subcontractor's invoice.
- g. Termination or substitution of an SBE subcontractor requires compliance with D.R.M.C. § 28-226.
- h. Failure to comply with these provisions may subject the Contractor to sanctions set forth in § 28-229 of the SBE Ordinance.

B. 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, D.R.M.C. §§ 20-76 through 20-79, 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 date the bid or request for proposal was advertised. In the event a request for bids, or a request for proposal, was not advertised, Contractor shall pay every covered worker no less than the prevailing wages and fringe benefits in effect on the date funds for the Agreement were encumbered.

Date bid or proposal issuance was advertised: April 1, 2025.

- i. Prevailing wage and fringe rates will adjust on the yearly anniversary of the actual date of bid or proposal issuance, if applicable, or the date of the written encumbrance if no bid/proposal issuance date is applicable.
- ii. Contractor shall provide the Auditor with a list of all subcontractors providing any services under the Agreement.
- iii. Contractor shall provide the Auditor with electronically-certified payroll records for all covered workers employed under this Agreement.
- iv. 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.

v. 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.

C. Compliance With Denver Wage Laws. To the extent applicable to the Contractor's provision of Services hereunder, the Contractor shall comply with, and agrees to be bound by, all rules, regulations, requirements, conditions, and City determinations regarding the City's Minimum Wage and Civil Wage Theft Ordinances, D.R.M.C. §§ 58-1 through 58-26, including, but not limited to, the requirement that every covered worker shall be paid all earned wages under applicable state, federal, and city law in accordance with the foregoing D.R.M.C. Sections. By executing this Agreement, the Contractor expressly acknowledges that the Contractor is aware of the requirements of the City's Minimum Wage and Civil Wage Theft Ordinances and that any failure by the 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.

D. City Prompt Pay.

i. The City will make monthly progress payments to Contractor for all services performed under this Agreement based upon Contractor's monthly invoices or shall make payments as otherwise provided in this Agreement. The City's Prompt Payment Ordinance, D.R.M.C. §§ 20-107 to 20-118 applies to invoicing and payment under this Agreement.

ii. Final Payment to Contractor shall not be made until after the Project is accepted, and all certificates of completion, record drawings and reproducible copies are delivered to the City, and the Agreement is otherwise fully performed by Contractor. The City may, at the discretion of the SVP, withhold reasonable amounts from billing and the entirety of the final payment until all such requirements are performed to the satisfaction of the SVP.

7. INSURANCE REQUIREMENTS:

A. Contractor shall obtain and keep in force all of the minimum insurance coverage forms and amounts set forth in *Exhibit C* ("**Insurance Requirements**") during the entire Term of this Agreement, including any extensions of the Agreement or other extended period stipulations stated in *Exhibit C*. All certificates of insurance must be received and accepted by the City before any airport access or work commences.

B. Contractor shall ensure and document that all subcontractors performing services or providing goods hereunder procure and maintain insurance coverage that is appropriate to the primary business risks for their respective scopes of performance. At minimum, such insurance must conform to all applicable requirements of DEN Rules and Regulations Part 230 and all other applicable laws and regulations.

C. The City in no way warrants 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, employees, or subcontractors. Contractor shall assess its own risks and maintain higher limits and/or broader coverage as it deems appropriate and/or prudent. Contractor is not relieved of any liability or other obligations assumed or undertaken pursuant to this Agreement by reason of its failure to obtain or maintain insurance in sufficient amounts, duration, or types.

D. In no event shall the City be liable for any of the following: (i) business interruption or other consequential damages sustained by Contractor; (ii) damage, theft, or destruction of Contractor's inventory, or property of any kind; or (iii) damage, theft, or destruction of an automobile, whether or not insured.

E. The Parties understand and agree that the City, its elected and appointed officials, employees, agents and volunteers are relying on, and do not waive or intend to waive by any provisions of this Agreement, the monetary limitations and any other rights, immunities and protections provided by the Colorado Governmental Immunity Act, C.R.S. §§ 24-10-101 to 120, or otherwise available to the City, its elected and appointed officials, employees, agents and volunteers.

8. DEFENSE AND INDEMNIFICATION:

A. Contractor hereby agrees to defend, indemnify, reimburse and hold harmless the 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 the 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 willful misconduct of the City.

B. Contractor's duty to defend and indemnify the City shall arise at the time written notice of the Claim is first provided to the City regardless of whether Claimant has filed suit on the Claim. Contractor's duty to defend and indemnify the City shall arise even if the City is the only party sued by claimant and/or claimant alleges that the 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 the City and will pay on behalf of the 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, including but not limited to time expended by the City Attorney Staff, whose costs shall be computed at the rate of two hundred dollars and no cents (\$200.00) per hour of City Attorney time. Such payments on behalf of the City shall be in addition to any other legal remedies available to the City and shall not be considered the City's exclusive remedy.

D. Insurance coverage requirements specified in this Agreement shall in no way lessen or limit the liability of Contractor under the terms of this indemnification obligation. 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.

9. DISPUTES:

All disputes arising under or related to this Agreement shall be resolved by administrative hearing under the procedures described in D.R.M.C. § 5-17 and all related rules and procedures. The determination resulting from said administrative hearing shall be final, subject only to the right to appeal the determination under Colorado Rule of Civil Procedure, Rule 106.

10. GENERAL TERMS AND CONDITIONS:

A. Status of Contractor. Parties agree 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 the City and County of Denver (the "**City Charter**"). It is not intended, nor shall it be construed, that Contractor or its personnel are employees or officers of the City under D.R.M.C. Chapter 18 for any purpose whatsoever.

B. 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 CEO. Any attempt by Contractor to assign or transfer its rights hereunder without such prior written consent shall, at the option of the CEO, automatically terminate this Agreement and all rights of Contractor hereunder.

C. Americans with Disabilities Act ("ADA"). Contractor shall provide the services specified in this Agreement in a manner that complies with the ADA (Title 42 United States Code (U.S.C. § 12101, et. seq) and other federal, state, and local accessibility requirements. Contractor shall not discriminate against disabled persons in the provision of services, benefits or activities provided under this Agreement and further agrees that any violation of this prohibition on the part of Contractor, its employees, agents or assigns may constitute a material breach of this Agreement. If requested by City, Contractor shall engage a qualified disability Contractor to review Contractor's work for compliance with the ADA (and any subsequent amendments to the statute) and all other related federal, state, and local disability requirements, and Contractor shall remedy any noncompliance found by the qualified disability Contractor as soon as practicable.

D. Compliance with all Laws and Regulations. Contractor and its subcontractor(s) shall perform all work under this Agreement in compliance with all existing and future applicable laws, rules, regulations, and codes of the United States, and the State of Colorado and with the City Charter, ordinances, Executive Orders and rules and regulations of the City.

E. Compliance with Patent, Trademark and Copyright Laws.

i. 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, as they may be amended from time to time. Contractor will not utilize any protected patent, trademark or copyright in performance of its work unless it has obtained proper permission, 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 such documents.

ii. Pursuant to Section 8, Contractor shall indemnify and defend the City from any and all claims, damages, suits, costs, expenses, liabilities, actions or proceedings 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.

F. Notices.

i. Notices of Termination. Notices concerning termination of this Agreement 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 the City to:

V-1 Consulting, LLC
528 Clayton Street, Unit B
Denver, CO 80206
Contact Name: Abel Garcia
Contact Phone: 720-447-7720
Email Address: agarcia@v-1consulting.com

ii. Delivery of Formal Notices. Formal notices of the termination of this Agreement shall be delivered personally during normal business hours to the appropriate office above or by prepaid U.S. certified mail, return receipt requested ; express mail (FedEx, UPS, or similar service) or package shipping or courier service; or by electronic delivery directed to the person identified above and copied to the Aviation Program Manager through the electronic or software system used at the City's direction for Task Order-related and other official communications and document transmittals. Mailed notices shall be deemed effective upon deposit with the U.S. Postal Service and electronically transmitted notices by pressing "send" or the equivalent on the email or other

transmittal method sufficient to irretrievably transmit the document. Either party may from time to time designate substitute addresses or persons where and to whom such notices are to be mailed, delivered or emailed, but such substitutions shall not be effective until actual receipt of written or electronic notification thereof through the method contained in Subsection (E)(ii).

iii. Other Correspondence. Other notices and day-to-day correspondence between the Parties may be done via email directed to the Aviation Program Manager or through the electronic or software system used at the City's direction in writing for Task Order-related communications and transmittals at the City's direction.

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

H. No Third-Party Beneficiaries. The Parties agree that enforcement of the terms and conditions of this Agreement and all rights of action relating to such enforcement shall be strictly reserved to the City and Contractor, and nothing contained in this Agreement shall give or allow any such claim or right of action by any third party. It is the express intention of the Parties that any person or entity other than the City or Contractor receiving services or benefits under this Agreement shall be deemed an incidental beneficiary and shall not have any interest or rights under this Agreement.

I. Governing Law. This Agreement is made under and shall be governed by the laws of the State of Colorado. Each and every term, provision and condition herein is subject to the provisions of Colorado law, the City Charter, and the ordinances and regulations enacted pursuant thereto, as may be amended from time to time.

J. Bond Ordinances. This Agreement is in all respects subject and subordinate to any and all the City bond ordinances applicable to the Airport System and to any other bond ordinances which amend, supplement, or replace such bond ordinances.

K. Venue. Venue for any action arising hereunder shall be in the City and County of Denver, Colorado.

L. Cooperation with Other Contractors.

i. The City may award other contracts for additional work, and Contractor shall fully cooperate with such other contractors. The City, in its sole discretion, may direct Contractor to coordinate its work under this Agreement with one or more such contractors.

ii. 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.

M. 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.

N. Force Majeure. The Parties shall not 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.

O. Coordination and Liaison. 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 or their authorized representative, along with any City agency, or any person or firm under contract with the City doing work which affects Contractor's work.

P. No Authority to Bind City to Contracts. 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 Charter and ordinances.

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

R. Severability. In case any one or more of the provisions contained in the Agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision hereof, and this Agreement shall be construed as if such invalid, illegal or unenforceable provision had never been contained herein.

S. Taxes and Costs. 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.

T. Environmental Requirements. Contractor, in conducting its activities under this Agreement, shall comply with all existing and future 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 or Special Materials and Wastes, Clean Water Act legislation, Centralized Waste Treatment Regulations, and DEN Rules and Regulations.

i. 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), per – and polyfluoroalkyl substances (PFAS), 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.

ii. Contractor shall acquire all necessary federal, state and local environmental permits and comply with all applicable federal, state and local environmental permit requirements.

iii. Contractor agrees to ensure that its activities under this Agreement are conducted in a manner that minimizes environmental impact through appropriate preventive measures. Contractor agrees to evaluate methods to reduce the generation and disposal of waste materials.

iv. In the case of a release, spill or leak as a result of Contractor’s activities under this Agreement, Contractor shall immediately control and remediate the contaminated media to applicable federal, state and local standards. Contractor shall reimburse the City for any penalties and all costs and expenses, including without limitation attorney’s fees, incurred by the City as a result of the release or disposal by Contractor of any pollutant or hazardous material.

U. Non-Exclusive Rights. This Agreement does not create an exclusive right for Contractor to provide the services described herein at DEN. The City may, at any time, award other agreements to other contractors or Contractors for the same or similar services to those described herein. In the event of a dispute between Contractor and any other party at DEN, including DEN itself, as to the privileges of the parties under their respective agreements, CEO shall determine the privileges of each party and Contractor agrees to be bound by CEO’s decision.

11. RECORD RETENTION AND OTHER STANDARD CITY PROVISIONS:

A. Diversity and Inclusiveness. The City encourages the use of qualified small businesses doing business within the metropolitan area that are owned and controlled by economically or socially disadvantaged individuals. Contractor is encouraged, with respect to the goods or services to be provided under this Agreement, to use a process that includes small businesses when considering and selecting any subcontractors or suppliers. Contractor shall comply the Equity, Diversity and Inclusion Plan attached as ***Exhibit E*** (“**EDI Plan**”). The City will monitor Contractor’s compliance with the EDI Plan. Failure to adhere to any representations, policies, or efforts contained in the EDI Plan, as determined by the City, will amount to default.

B. No Discrimination in Employment. In connection with the performance of work under the Agreement, the Contractor may not refuse to hire, discharge, promote, demote, or

discriminate in matters of compensation against any person otherwise qualified, solely because of race, color, religion, national origin, ethnicity, citizenship, immigration status, gender, age, sexual orientation, gender identity, gender expression, marital status, source of income, military status, protective hairstyle, or disability. The Contractor shall insert the foregoing provision in all subcontracts.

C. 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 SVP or their authorized representative. Any oral presentation or written materials related to DEN shall include only presentation materials, work product, and technical data which have been accepted by the City, and designs and renderings, if any, which have been accepted by the City. Contractor shall notify the SVP in advance of the date and time of any such presentations. Nothing herein, however, shall preclude Contractor's transmittal of any information to officials of the City, including without limitation, the Mayor, the CEO, any member or members of Denver City Council, and the Auditor.

D. Colorado Open Records Act.

i. Contractor acknowledges that the City is subject to the provisions of the Colorado Open Records Act ("CORA"), C.R.S. §§ 24-72-201 *et seq.*, and Contractor agrees that it will fully cooperate with the City in the event of a request or lawsuit arising under such act for the disclosure of any materials or information which Contractor asserts is confidential or otherwise exempt from disclosure. Any other provision of this Agreement notwithstanding, all materials, records, and information provided by Contractor to the City shall be considered confidential by the City only to the extent provided in CORA, and Contractor agrees that any disclosure of information by the City consistent with the provisions of CORA shall result in no liability of the City.

ii. In the event of a request to the City for disclosure of such information, time and circumstances permitting, the 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, the 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, the City may 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 the 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 the City of all reasonable attorney's fees, costs, and damages the City may incur directly or may be ordered to pay by such court, including but not limited to time expended by the City Attorney Staff, whose costs shall be computed at the rate of two hundred dollars and no cents (\$200.00) per hour of City Attorney time.

E. Examination of Records and Audits.

i. Any authorized agent of the City, including the City Auditor or their 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 Contractor'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 the final payment under the Agreement or expiration of the applicable statute of limitations. 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 audit pursuant to this paragraph shall require Parties to make disclosures in violation of state or federal privacy laws. Parties shall at all times comply with D.R.M.C. § 20-276.

ii. Additionally, Contractor agrees until the expiration of three (3) years after the final payment under the Agreement, any duly authorized representative of the City, including the CEO, shall have the right to examine any pertinent books, documents, papers and records of Contractor related to Contractor's performance of this Agreement, 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.

iii. 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.

F. Use, Possession or Sale of Alcohol or Drugs. Contractor shall cooperate and comply with the provisions of Denver Executive Order No. 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 the City barring Contractor from City facilities or participating in City operations.

G. City Smoking Policy. Contractor and its officers, agents and employees shall cooperate and comply with the provisions of Denver Executive Order No. 99 and the Colorado Indoor Clean Air Act, prohibiting smoking in all City buildings and facilities.

H. Conflict of Interest.

i. Contractor and its subsidiaries, affiliates, subcontractors, principals, or employees shall not engage in any transaction, work, activity or conduct which would result in a conflict of interest. A conflict of interest occurs when, for example, because of the relationship between two individuals, organizations or one organization (including its subsidiaries or related organizations) performing or proposing for multiple scopes of work for the City, there is or could be in the future a lack of impartiality, impaired objectivity, an unfair advantage over one or more firms competing for the work, or a financial or other interest in other scopes of work.

ii. Contractor represents that, in its Response or Proposal, as applicable, it disclosed any and all current or potential conflicts of interest of which it is aware, including transactions, work, activities, or conduct that might affect the judgment, actions, or work of Contractor or which might give Contractor an unfair advantage in this or a future procurement. If the Parties identified a conflict of interest and agreed to a plan to mitigate such conflict, Contractor agrees it will comply with that mitigation plan.

iii. The 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. If, during the course of the Agreement, the City determines that a potential conflict of interest exists or may exist, 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 the City.

iv. Contractor has a continuing duty to disclose, in writing, any actual or potential conflicts of interest including work Contractor is performing or anticipates performing for other entities on the same or interrelated project or tasks. Contractor must disclose, in writing, any corporate transactions involving other companies that Contractor knows or should know also are performing or anticipate performing work at DEN on the same or interrelated projects or tasks. In the event that Contractor fails to disclose in writing actual or potential conflicts, the CEO in their sole discretion, may terminate the Task Order, if applicable, or City may terminate the Agreement for cause or for its convenience.

12. 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 the Title 49 of Code of Federal Regulations (“C.F.R.”) Part 1520. Contractor specifically agrees to comply with all requirements of the applicable federal regulations, including but not limited to, 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 DEN’s Security Office.

13. DEN SECURITY:

A. Contractor, its officers, authorized officials, employees, agents, subcontractors, and those under its control, shall comply with safety, operational, or security measures required of

Contractor or the City by the FAA or Transportation Security Administration (“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 the City, then, in addition to any other remedies available to the City, Contractor shall fully reimburse the City any fines or penalties levied against the City, and any attorney fees or related costs paid by the City as a result of any such violation. Contractor must pay this amount within fifteen (15) days from the date of the invoice or written notice. Any fines and fees assessed by the FAA or TSA against the City due to the actions of Contractor and/or its agents will be deducted directly from the invoice for that billing period.

B. Contractor is responsible for compliance with Airport Security regulations and 49 C.F.R. Parts 1542 (Airport Security) and 14 C.F.R. Parts 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 Contractor. The fee/fine will be deducted from the invoice at time of billing.

14. FEDERAL RIGHTS:

This Agreement is subject and subordinate to the terms, reservations, restrictions and conditions of any existing or future agreements between the 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 the City for airport purposes and the expenditure of federal funds for the extension, expansion or development of the Airport System. As applicable, Contractor shall comply with the Standard Federal Assurances identified in *Appendix No. 1*.

15. CONTRACT DOCUMENTS; ORDER OF PRECEDENCE:

A. Attachments. This Agreement consists of Section 1 through 16 which precede the signature page, and the following attachments which are incorporated herein and made a part hereof by reference:

- Appendix No. 1: Standard Federal Assurances
- Exhibit A: Scope of Work
- Exhibit B: Rates
- Exhibit C: Insurance Requirements
- Exhibit D: Task and Invoice Procedure
- Exhibit E: EDI Plan
- Exhibit F: Request for Qualifications, Proposals and Response to Request for Qualifications Proposals

B. Order of Precedence. In the event of an irreconcilable conflict between a provision of Section 1 through 16 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 No. 1
- Section 1 through 16 hereof

Exhibit A
Exhibit B
Exhibit C
Exhibit D
Exhibit E
Exhibit F

16. CITY EXECUTION OF AGREEMENT:

A. City Execution. This Agreement is expressly subject to, and shall become effective upon, the execution of all signatories of the City and, if required, the approval of Denver City Council. 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.

B. Electronic Signatures and Electronic Records. The Agreement, and any other documents requiring a signature hereunder, may be signed electronically by the City and/or Contractor 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:
Contractor Name:

PLANE-202578570-00
V-1 CONSULTING, LLC

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:

Attorney for the City and County of Denver

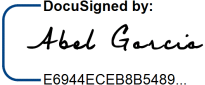
By: _____

REGISTERED AND COUNTERSIGNED:

By: _____

By: _____

Contract Control Number: PLANE-202578570-00
Contractor Name: V-1 CONSULTING, LLC

By:  _____
E6944ECEB8B5489...

Name: Abel Garcia
(please print)
Title: President
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)

Appendix No. 1

Standard Federal Provisions – (Non-AIP Funded)

GENERAL CIVIL RIGHTS PROVISIONS

The Contractor or Consultant 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.

COMPLIANCE WITH NONDISCRIMINATION REQUIREMENTS:

During the performance of this contract, the Contractor or Consultant, for itself, its assignees, and successors in interest (hereinafter collectively 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.

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).

FEDERAL FAIR LABOR STANDARDS ACT (FEDERAL MINIMUM WAGE)

Contractor is responsible for complying with the Federal Fair Labor Standards Act and for monitoring compliance by its subcontractors. Contractor must address any claims or disputes that arise from this requirement directly with the U.S. Department of Labor – Wage and Hour Division.

OCCUPATIONAL SAFETY AND HEALTH ACT OF 1970

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. Contractor must provide a work environment that is free from recognized hazards that may cause death or serious physical harm to the employee. Contractor 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). Contractor 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

SCOPE OF WORK



1 INTRODUCTION

Since opening on Feb. 28, 1995, DEN has become one of the world's busiest airports. DEN's Vision 100 is focused on preparing the airport to serve 100 million annual passengers, and Operation 2045 lays the foundation for needed infrastructure work that will Prepare DEN to successfully reach its half-century mark. To continue to advance DEN's vision for growth, the delivery of Concourse C West Expansion Program (C-West) is one such planned capital improvement.

This document outlines the contracted scope of work for the Program Management Team (PMT) for C-West. The work contemplated under this specific contract for the PMT is referred to as the "Consultant," "Contractor," or the "PMT."

2 STATEMENT OF PURPOSE

The City, owner and operator of DEN, is contracting with a qualified Program Management Team (PMT) that will serve as part of an integrated Program Delivery to deliver a state-of-the-art Concourse C West Expansion. While the Concourse C West Expansion is the primary focus of the Program the City may potentially utilize the subject contract to support other capital improvement initiatives during the duration of the Agreement, as determined by the City. The Agreement will be Task Order based, with a not-to-exceed overall capacity.

The City is entering this contract with the selected PMT to provide Program Management Services. The PMT will report to DEN's Senior Vice President of Design, Engineering and Construction (DEC), or their designee, working closely with various DEN staff to deliver the Program and its various projects. The PMT's assignments will be determined by the City, in consultation with sponsoring divisions and stakeholders, via Task Orders and amendments. The City alone has the right to decide on the scope, timing, and nature of the PMT's tasks, based on considerations such as the Program's overall schedule, funding availability, and the PMT's resources. The City will issue the initial Task Order immediately following Contract execution for the first year of services, which will require the PMT to perform several duties related to project startup. One key responsibility will be to develop a refined scope for subsequent Task Order(s) (Scope Development Task or SDT). The expected work and process for the SDT is outlined below, but is subject to change and the PMT shall comply with all instructions and requirements as stated in the SDT issued by the City following Contract execution.

Work under any given Annual Work Plan or Task Order will begin only after it has been approved and Notice to Proceed has been formally issued by the City.

3 GENERAL SCOPE OF WORK



This list of services is not intended to be all-inclusive of the work to be performed, but represents guidelines required by the contracted PMT..

The PMT services shall include but are not limited to:

- Program and project management
- Program Management Plan development
- Environmental Services, including support for NEPA document development
- Preliminary programmatic definition and baseline development
- Permitting Coordination
- Delivery method evaluation
- Program oversight, governance, and reporting
- Program and project controls
- Cost and Trend Management
- Schedule development, review, and management
- Estimating and Independent Cost Verification
- Records management and document controls
- Risk management and insurance program support
- Development and implementation of Quality Assurance and Quality Control Procedures
- Agency, Stakeholder, and Community Engagement and Communications support
- Procurement and solicitation development
- Monitor, forecast and report on staffing budgets for assigned projects
- Contract administration support
- Contractor management
- Commissioning management
- Operational Readiness, Activation, and Transition (ORAT) support
- Coordination with City, stakeholders, AHJ's, and contractors of critical airport system shut downs and connections.
- Planning and schematic studies
- Coordination with future tenants for build-outs and occupation of spaces built within the expansion areas.
- Change management
- Other activities normally associated with supporting planning, design, construction, and operation for capital improvements, at the City's discretion

4 PROFESSIONAL STAFF EXPERTISE

The City requires a qualified PMT made up of Key Personnel with specialized skills and technical expertise to effectively manage the program. The City approved Contractor's Key Personnel identified in its Proposal, attached and incorporated into the Agreement as **Exhibit F**. Any Key Personnel changes must be submitted for review and approval by the City in accordance with the Agreement, however, the Contractor shall at all times maintain the highest level of expertise in the following areas:



Program Support Services: The PMT contracted herein shall be comprised of key personnel who possess extensive experience in project management and program planning. This includes capabilities in project concept development, scope management, schedule management, and budget oversight. The team shall demonstrate proficiency in master scheduling, budget development, and procurement logistical support, as well as maintaining program status updates, schedule tracking, and cost reporting. Expertise in tenant relocation assistance and tenant work permit coordination is also required.

Financial and Operational Controls: The PMT must be equipped to evaluate, develop, and implement effective financial and operational controls necessary for managing large capital projects. This ensures that projects are executed within budget and timelines.

Technical Design Support Services: The PMT shall include key personnel with technical design support experience, including the ability to conduct independent fee estimates and perform peer reviews of designs. The team contracted herein must be capable of coordinating efforts across multiple projects, developing and reviewing cost estimates, and applying value engineering and constructability reviews as needed.

Construction Contract Administration: The PMT must have key personnel experienced in construction contract administration. Responsibilities will include but are not limited to: interpreting plans and technical specifications, reviewing and processing supplemental instructions, managing requests for information, submittals, and handling change orders and construction directives. The team will also oversee safety compliance, conduct ongoing construction inspections, ensure quality assurance through specialty inspections, and maintain comprehensive construction records. Furthermore, managing project interfaces and reviewing contract quality control plans are essential tasks.

Project Controls Support Services: The PMT shall include key personnel with project controls expertise, including the development and maintenance of project schedules, budget management, and oversight of invoicing and pay applications.

Administrative Duties: The PMT will be responsible for various administrative functions focused on project management and effective team integration. This includes making recommendations for schedule adjustments to mitigate risks and adapting the program to address the dynamic needs of DEN while minimizing impacts on project scope, schedule, and budget.

5 SCOPE DEVELOPMENT TASK

The City anticipates that the SDT will require the Contractor to develop the scope of services, not-to-exceed fee, level of effort, and schedule for specific activities as directed by the City in accordance with the SDT. It organizes and defines the Project Team, which may include DEN Stakeholders, Sponsors, Subject Matter Experts, or other business units for additional information or input.



The SDT will provide a framework for the Contractor's proposals for subsequent Task Orders, which will require the Contractor to provide detailed descriptions of all work, proposed methodologies, personnel (including sub-consultants), estimated person-hours and billing rates, schedules for each activity, and review procedures for quality control. The scope of services for each Task Order is subject to the City's approval, available funding, and must comply with all relevant Contract requirements. The SDT will require the Contractor to deliver a draft scope of services to the City within 30 days of SDT issuance. Extensions to any deadlines must receive approval from the City.

END OF EXHIBIT A



EXHIBIT B COVER

Denver International Airport
Design, Engineering, & Construction (DEC)

Professional Services Agreements Core Staff Rates

DEN Contract Name: Concourse C West Program Management Support Services
DEN Contract Number: 202578570
Prime Consultant: V-1 Consulting LLC
Project Name: Concourse C West Program Management Support Services
Project Number: 202578570
MWBE/SBE/DBE Contractual Goal: 15%
Consultant Main Point of Contact (POC): Abel Garcia
Consultant Main POC Email Address: agarcia@v-1consulting.com
Consultant Main POC Phone Number: 720-447-7720


Contract Point of Contact Signature

Abel Garcia
Contract Point of Contact Name

Date: 10/8/2025



City and County of Denver

Company Proprietary Information

Release to others outside of Denver International Airport Design, Engineering, & Construction (DEC) Department is prohibited without expressed written permission from the company named above.



COMPANY INFO

Prime Consultant and Sub-Consultants Listings

	Company Name	Prime / Sub-Contractor	Multiplier	MWBE / SBE Goal %
1	V-1 Consuling, LLC	Prime	2.3	30%
2	Ardurra	Sub-Contractor	2.7	
3	AtkinsRealis USA Inc.	Sub-Contractor	2.9	
4	Axiom Consulting and Project Management LLC	Sub-Contractor	2.2	5%
5	BBH Management Solutions	Sub-Contractor	2.1	5%
6	ID8-Designs	Sub-Contractor	2.8	5%
7	Garver USA	Sub-Contractor	3.34	
8	JM Bangert, Inc.	Sub-Contractor	2.9	3%
9	J.A. Watts, Inc.	Sub-Contractor	2.695	3%
10	JR Harris	Sub-Contractor	3	
11	Path EGD	Sub-Contractor	1.9	2%
12	Walker Solutions USA	Sub-Contractor	2.41	5%
13	Yeh & Associates	Sub-Contractor	3.33	5%
14	Ground Engineering Consultants, Inc.	Sub-Contractor	2.86	
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STAFF RATES

Core Staff Rates

** The "Base Rate" for any employee of the Prime or Sub Consultant is the average annual salary for the Position listed, divided by 2,080.

	Company Name	Prime or Sub-Contractor	Position	Experience Level	Base Rate**	Multiplier	Calendar Year 1
1	V-1 Consulting, LLC	Prime	Design/Construction Project Manager	Level 1, Entry	\$ 67.50	2.30	\$ 155.25
2	V-1 Consulting, LLC	Prime	Design/Construction Project Manager	Level 2, Developmetal	\$ 70.59	2.30	\$ 162.36
3	V-1 Consulting, LLC	Prime	Design/Construction Project Manager	Level 3, Full Experience	\$ 98.79	2.30	\$ 227.22
4	V-1 Consulting, LLC	Prime	Design/Construction Project Manager	Level 4, Supervisory	\$ 112.89	2.30	\$ 259.65
5	Ardurra	Sub-Contractor	Design/Construction Project Manager	Level 5, Managerial	\$ 116.67	2.70	\$ 315.00
6	Ardurra	Sub-Contractor	Commissioning Agent	Level 3, Full Experience	\$ 98.15	2.70	\$ 265.00
7	Ardurra	Sub-Contractor	Design/Construction Project Manager	Level 4, Supervisory	\$ 95.56	2.70	\$ 258.00
8	Ardurra	Sub-Contractor	Design/Construction Project Manager	Level 3, Full Experience	\$ 90.74	2.70	\$ 245.00
9	Ardurra	Sub-Contractor	Risk Manager	Level 2, Developmetal	\$ 56.67	2.70	\$ 153.00
10	Ardurra	Sub-Contractor	Scheduler	Level 3, Full Experience	\$ 93.33	2.70	\$ 252.00
11	AtkinsRealis USA Inc.	Sub-Contractor	Design/Construction Project Manager	Level 5, Managerial	\$ 125.00	2.90	\$ 362.50
12	AtkinsRealis USA Inc.	Sub-Contractor	Design/Construction Project Manager	Level 3, Full Experience	\$ 69.53	2.90	\$ 201.65
13	AtkinsRealis USA Inc.	Sub-Contractor	Design/Construction Project Manager	Level 4, Supervisory	\$ 94.53	2.90	\$ 274.15
14	AtkinsRealis USA Inc.	Sub-Contractor	Cost/Estimating Engineer	Level 4, Supervisory	\$ 104.63	2.90	\$ 303.43
15	Axiom Consulting and Project Management LLC	Sub-Contractor	Scheduler	Level 4, Supervisory	\$ 92.73	2.20	\$ 204.00
16	Axiom Consulting and Project Management LLC	Sub-Contractor	Contract Administrator/Manager	Level 2, Developmetal	\$ 75.00	2.20	\$ 165.00
17	Axiom Consulting and Project Management LLC	Sub-Contractor	Commissioning Agent	Level 4, Supervisory	\$ 143.18	2.20	\$ 315.00
18	Axiom Consulting and Project Management LLC	Sub-Contractor	Contract Administrator/Manager	Level 3, Full Experience	\$ 138.64	2.20	\$ 305.00
19	BBH Management Solutions	Sub-Contractor	Design/Construction Project Manager	Level 4, Supervisory	\$ 145.24	2.10	\$ 305.00
20	ID8-Designs	Sub-Contractor	Design/Construction Project Manager	Level 5, Managerial	\$ 126.79	2.80	\$ 355.00
21	Garver USA	Sub-Contractor	Construction Manager	Level 4, Supervisory	\$ 95.81	3.34	\$ 320.00
22	Garver USA	Sub-Contractor	Design/Construction Project Manager	Level 1, Entry	\$ 38.92	3.34	\$ 130.00
23	Garver USA	Sub-Contractor	Design/Construction Project Manager	Level 2, Developmetal	\$ 44.91	3.34	\$ 150.00
24	Garver USA	Sub-Contractor	Design/Construction Project Manager	Level 3, Full Experience	\$ 67.37	3.34	\$ 225.00
25	Garver USA	Sub-Contractor	Design/Construction Project Manager	Level 4, Supervisory	\$ 107.79	3.34	\$ 360.00
26	JM Bangert, Inc.	Sub-Contractor	Administrative Support	Level 3, Full Experience	\$ 23.73	2.90	\$ 68.82
27	JR Harris	Sub-Contractor	Engineer Technician	Level 3, Full Experience	\$ 35.00	3.00	\$ 105.00
28	JR Harris	Sub-Contractor	Engineering/ Architect Specialist	Level 3, Full Experience	\$ 53.33	3.00	\$ 160.00
29	JR Harris	Sub-Contractor	Engineer	Level 2, Developmetal	\$ 73.33	3.00	\$ 220.00
30	JR Harris	Sub-Contractor	Engineer	Level 3, Full Experience	\$ 85.00	3.00	\$ 255.00
31	JR Harris	Sub-Contractor	Engineer	Level 4, Supervisory	\$ 96.67	3.00	\$ 290.00
32	JR Harris	Sub-Contractor	Engineer	Level 5, Managerial	\$ 115.00	3.00	\$ 345.00
33	J.A. Watts, Inc.	Sub-Contractor	Design/Construction Project Manager	Level 3, Full Experience	\$ 82.75	2.70	\$ 223.00
34	Path EGD	Sub-Contractor	Design/Construction Project Manager	Level 5, Managerial	\$ 124.74	1.90	\$ 237.00
35	Path EGD	Sub-Contractor	Design/Construction Project Manager	Level 3, Full Experience	\$ 102.63	1.90	\$ 195.00
36	Walker Solutions USA	Sub-Contractor	Design/Construction Project Manager	Level 2, Developmetal	\$ 57.68	2.41	\$ 139.00
37	Walker Solutions USA	Sub-Contractor	Design/Construction Project Manager	Level 3, Full Experience	\$ 62.66	2.41	\$ 151.00
38	Yeh & Associates	Sub-Contractor	Inspector	Level 5, Managerial	\$ 60.06	3.33	\$ 200.00
39	Yeh & Associates	Sub-Contractor	Inspector	Level 4, Supervisory	\$ 55.56	3.33	\$ 185.00
40	Yeh & Associates	Sub-Contractor	Inspector	Level 3, Full Experience	\$ 49.55	3.33	\$ 165.00
41	Yeh & Associates	Sub-Contractor	Inspector	Level 2, Developmetal	\$ 42.04	3.33	\$ 140.00
42	Yeh & Associates	Sub-Contractor	Design/Construction Project Manager	Level 3, Full Experience	\$ 72.07	3.33	\$ 240.00



POSITION LIST

Level of Experience	Description
Level 1, Entry	Assignments are concentrated in one functional area within individual's discipline or field. Works with close direction as to approach and desires end results. Becomes familiar with techniques,
Level 2, Developmetal	Individual is capable of independently performing most conventional technical functions within discipline. Work is reviewed for application of sound professional judgment. May provide technical
Level 3, Full Experience	Fully experienced and competent individual capable of performing all functions within a discipline and capable of solving difficult problems requiring substantial evaluation, analysis, and modification or
Level 4, Supervisory	Supervisory level responsible for the technical activities related to numerous projects. Staffs, establishes objectives, and reviews performance of activities on projects directed. Requires engineering
Level 5, Managerial	Individual has full managerial responsibility for a given scope of work and the direction, control, and utilization of a staff of professionals and support personnel (at least ten or more in number). Is

Area of Expertise	Job Title	Description
Administrative	Administrative Support	This position is designed to provide essential administrative support, helping to streamline processes and enhance productivity. By managing various tasks, the Project Administrative Assistant contributes to the achievement of business goals and the overall efficiency of daily operations. Performs specialized and/or technical office support work that requires detailed knowledge of the specialized/technical area.
Architectural Design	Architect	Makes authoritative decisions and recommendations of significant impact on firm's primary architectural activities. Negotiates critical and controversial issues with top-level architects, engineers, and officers of other organizations and firms. Individual demonstrates high degree of creativity, foresight, and judgment in planning, organizing, and guiding extensive and/or unique architectural programs and activities.
Surveying	Chain/Rod Technical	Stakes out and elevates survey points. Performs maintenance of certain equipment and maintains supplies for survey crew.
Construction	Chief Construction Representative	Plans and coordinates all field-inspection activities and reviews the work of Inspectors to ensure compliance with job specifications. Will prepare summary reports, respond to various problems of Inspectors, authorize expenses and overtime, and assist Resident Engineers in completion of construction work in accordance with design. Requires 10 or more years of experience with some technical training or the equivalent.
Commissioning	Commissioning Agent	Independently performs non-routine and complex commissioning work with responsibility for planning and execution. Executes and delegates objectives from supervisor. Develops and maintains commissioning documentation such as commissioning plans, test plans, test results, observations, issues reporting, recommendations, etc. to verify the project meets the owner's requirements. Sufficiently competent in one or more construction disciplines.
Construction	Construction Coordinator	Position supervises the installation of (discipline) equipment, systems, and components, using the technical knowledge and experience to aid installing contractors. Assures that equipment, systems, and components can be constructed without unnecessary delay. Coordinates scheduling of construction and provides communication with project management regarding progress and conflicts. Provides interpretation of specifications and contracts and monitors the construction process, verifying that work completed is in accordance with contract documents.

Construction	Construction Manager	Responsible, through subordinate Resident Construction Managers, for overall management direction of several construction projects. Accountability includes timely and satisfactory completion of construction projects, assuring satisfactory client service, participating in business- development activities, key field-position staffing, project plans, objectives setting/performance evaluation, and related management activities.
Construction	Construction Manager/Engineer	Responsible for all field-construction activities on a large-scale project. May have own project work force, and will act as prime client contact on construction matters including participation in negotiations and securing client approvals.
Construction	Construction Representative	Ensures, through testing and observation, that the project construction complies with plans and specifications and that contractor follows the contract documents. Is experienced in a given discipline of inspection work and/or has the capability to monitor several types of work activity. Requires 2 to 5 years of inspection experience.
Contract Management	Contract Administrator/Manager	Consistent with management's goals, policies, and procedures; will expedite the preparation, review, and execution of contracts for the procurement of goods, materials, or services as related to the construction function. Involves the proper preparation of Preliminary Agreements and Contracts and the obtaining of all required approvals. Will assure that all clarifications and amendments of negotiations are incorporated into the final construction contract. Generates, maintains, and audits a central contract resource file. Assures that necessary procedural controls exist
Project Support	Cost/Estimating Engineer	Position involves the preparation of quantity takeoffs (computerized or manual) from which cost database, prices of materials, and labor values can be determined and applied. Requires knowledge of technical methods, procedures, and the types of construction work involved. Requires the capability of applying sound cost-estimating and cost-control methods that are pertinent to the project and the evaluation, analysis, modification, or adoption of standard techniques. The degree of complexity of assignments will be dependent upon experience and technical know-how.
Analytics Development	Data Analyst/Architect	Data model, data mapping, dashboard development, system integration. Performs analytical assessments and evaluations by fulfilling data requests, providing analytical and methodological support, and data modeling.
Project Management	Design/Construction Project Manager	Responsible, through subordinate Design/Construction Project Managers, Project Support staff, Inspectors, and others for overall management direction of several construction projects. Accountability includes timely and satisfactory completion of design/construction projects, assuring satisfactory stakeholder and sponsor service. Responsible for supervising, directing, and coordinating design/construction management of commercial, industrial, and/or municipal projects including direct liaison with stakeholders, designers, and contractors regarding project feasibility, cost, staffing, completion, and maintenance. Will negotiate pricing/fees; formulate and implement budget and work plan; prepare project-status reports; and oversee the review of plans and drawings in accordance with contract documents.
Document Management	Document Controller/Manager	Develop new document control procedures / adjust existing procedures, expertise in record management, manage document repository systems.

Engineering	Engineer	Position is responsible for multiple construction projects or a single project of a large scale requiring multiple disciplines. This includes reviewing design and bidding documents; soliciting, receiving, and evaluating contractor bids; supervising construction progress and scheduling; starting up process systems/equipment or facilities for turning over to the owner's personnel. Supervises field staff and contractors on the site with responsibility for quality construction in accordance with plans and specifications. Is responsible for approval of change orders, invoices, and payment applications that may include final payment.
Engineering	Engineer Technician	Performs non-routine and complex assignments with responsibility for planning and conducting a complete project of relatively limited scope or a portion of a larger and more-diverse project. Engineer outlines objectives, requirements, and design approaches. Maybe assisted by lower-level Technicians. Reviews and analyzes a variety of engineering data to determine requirements to meet engineering objectives; may calculate design data; prepares layouts, detailed specifications, parts lists, estimates, procedures, etc.
Engineering	Engineering/ Architect Specialist	Position is responsible for multiple construction projects or a single project of a large scale requiring multiple disciplines. This includes reviewing design and bidding documents; soliciting, receiving, and evaluating contractor bids; supervising construction progress and scheduling; starting up process systems/equipment or facilities for turning over to the owner's personnel. Supervises field staff and contractors on the site with responsibility for quality construction in accordance with plans and specifications. Is responsible for approval of change orders, invoices, and payment applications that may include final payment.
Construction	Field Engineer	Position monitors the activities of contractors on the construction site within a discipline or multiple disciplines based on experience. Initiates action as required to keep construction progress in line with overall project schedule and in conformance with the contract documents. Assists Resident Engineer or Construction Manager in the coordination of activities. Provides daily inspection of construction activities. Reviews contractors' payment applications, change orders, and equipment-vendor-payment requests, making recommendations to their supervisor. Schedules equipment and/or material delivery with contractor schedules to meet project schedule.
Construction	Field Superintendent	Responsible for the day-to-day construction activities of contractors on-site with regard to scheduling manpower and expediting receipt of equipment and materials for utilization at various phases of work. Will review shop drawings, negotiate change orders, resolve contractor conflicts, and provide site coordination on items pertinent to meeting specific cost and time requirements with the contract documents. Requires significant field-construction exposure that may be gained through practical construction experience and/or a degree in engineering with good field/design experience
Quality Assurance	Inspector	Ensures, through testing and observation, that the project construction complies with plans and specifications and that contractor follows the contract documents. Is experienced in various disciplines of inspection work and/or has the capability to monitor several types of work activity. Plans and coordinates all field-inspection activities and may review the work of Inspectors to ensure compliance with job specifications. Will prepare summary reports, respond to various problems of Inspectors, and assist Project Management staff in completion of construction work in accordance with design.
Engineering	Instrument Technician	Maintains and operates all instruments and measuring devices needed to complete different types of surveying assignments. Has ability to operate the following equipment: transit, level, the odolites, hp distance meter, ranger, chain, electrotope, and tellurometer.
Interior Design	Interior Designer	Serves as primary contact with clients, consultants, and public agencies on all assigned projects. Determines standards for project development. Requires substantial knowledge of architectural contract preparation and use. Organizes and leads contract negotiations while providing leadership to project teams. Responsible for developing schedules, manpower allocations, and budgets on all assigned projects

Auditor	Internal Auditor	Is responsible for auditing accounting, financial, and statistical reports and data within the company to ensure the accuracy of information and compliance with established accounting principles and company policies. Is able to conduct audits of a moderately complex nature and provide evaluation of findings. Normally has a Bachelor's Degree and 3 to 4 years' experience.
Laboratory	Laboratory Technician	Performs non-routine and complex scientific laboratory assignments with responsibility for planning and conducting complete projects of limited scope or portions of larger and more diverse projects. Can direct and coordinate efforts of other laboratory technicians when required. Fully competent and proficient in operating sophisticated scientific equipment, having ability to independently perform complex procedures and techniques with accuracy.
Surveying	Land Surveyor	Responsible for initiating and completing both the preliminary and final land surveys and ensuring that accuracy of surveys reflects the integrity of design and meets all requirements. Is required to be a Registered Land Surveyor with a minimum of 5 years of broad survey experience and some technical-school training. May supervise the activities of survey crews and provide training to staff.
Landscaping	Landscape Architect	Responsible for complex and/or diverse project assignment design and development, and may supervise lesser-experienced staff toward assigned project task completion.
Construction	Materials Manager	Monitors, reviews, and coordinates all materials movement and storage. May be required to negotiate materials' shipping and arrival times with carriers and schedule intra-facility materials movement. Oversees warehousing of raw materials and finished goods. Reviews accuracy of freight bills and rates for inbound and outbound shipments. May revise shipping routes for cost-effectiveness, when possible.
Surveying	Party Chief	Organizes and maintains efficiency of field survey crew in completing specific jobs. Accurately calculates and records field data that are clear and understandable. Reviews job specifications and determines the best course for completing the fieldwork in an efficient and safe manner. (Is non-registered)
Project Support	Planner/Scheduler	Position is responsible for the assembling and analyzing of project information and preparing understandable documents that serve as a tool to eliminate design discrepancies and problems, while improving the efficient planning and scheduling of projects. Will monitor projects in accordance to set schedules through use of analytical reports. Work requires the application of standard planning / scheduling techniques and methods based on level of experience and may involve substantial evaluation, analysis, and modification of such standards in problem-solving efforts.
Project Controls/ Reporting	Project Controls Engineer/Manager	Applies diversified knowledge of scientific principles and practices to broad variety of assignments and related fields. Requires use of advanced techniques and modification and extension of theories, precepts, and practices in individual's field. Participates in planning and executing project programs using specialized knowledge of complexities, methods and probable value of results. May serve as expert in narrow specialty (e.g. Ornithology, Ichthyoplankton, Radiology, etc.) making recommendations and conclusions, which serve as basis for undertaking or rejecting specific project tasks

Project Support	Project Coordinator	Position supervises the installation of equipment, systems, and components, using the technical knowledge and experience to aid installing contractors. Assures that equipment, systems, and components can be constructed without unnecessary delay. Coordinates scheduling of construction and provides communication with project management regarding progress and conflicts. Provides interpretation of specifications and contracts and monitors the construction process, verifying that work completed is in accordance with contract documents.
Project Support	Project Engineer	Prepares requests for proposals and reviews technical specifications for accuracy. Will develop bid documents, bid evaluations, and award recommendations for issuance of contracts. Based on experience, the scope of projects evaluated will vary as well as the degree of supervision required of other technical staff. Will resolve contract-engineering problems that may involve evaluation, analysis, and modification or adoption of standard procedures.
Quality Control	Quality Control Engineer	Position involves the performance of conventional quality-control functions within a discipline to ensure accuracy and completeness of design as they relate to materials, equipment, systems, and methods required in construction. Ensures that proper testing and analysis are undertaken and completed in the evaluation of these materials, equipment, and systems.
Risk Management	Risk Manager	Run project specific risk workshops to develop risk registers, contingency and float requirements, provide analysis on risk profile for portfolio.
Scheduling	Scheduler	Set up baseline schedules, progress updates against baseline, develop schedule reports, contractor schedule reviews, time impacts assessments for change orders, P6 / EPPM Set up, database administration
Specialist Services	Scientist	Applies diversified knowledge of scientific principles and practices to broad variety of assignments and related fields. Requires use of advanced techniques and modification and extension of theories, precepts, and practices in individual's field. Participates in planning and executing project programs using specialized knowledge of complexities, methods and probable value of results. May serve as expert in narrow specialty (e.g. Ornithology, Ichthyoplankton, Radiology, etc.) making recommendations and conclusions, which serve as basis for undertaking or rejecting specific project tasks
Unifier Support/ Primavera P6 Support	Technical Support	Unifier Certification Required. Primavera P6 Certification Required.
Unifier Development	Unifier Systems Developer	Unifier Certification Required, Business Process Design, Implementation, Testing

EXHIBIT C

CITY AND COUNTY OF DENVER INSURANCE REQUIREMENTS FOR DEPARTMENT OF AVIATION PROFESSIONAL SERVICES AGREEMENT

A. Certificate Holder and Submission Instructions

Contractor must provide a Certificate of Insurance as follows:

Certificate Holder: CITY AND COUNTY OF DENVER
Denver International Airport
8500 Peña Boulevard
Denver CO 80249
Attn/Submit to: DENCOI@flydenver.com

- ACORD Form (or equivalent) certificate is required.
- Contractor must be evidenced as a Named Insured party.
- Electronic submission only, hard copy documents will not be accepted.
- Reference on the certificate must include the City-assigned Contract Number, if applicable.

The City may at any time modify submission requirements, including the use of third-party software and/or services, which may include an additional fee to the Contractor.

B. Defined Terms

1. “Agreement” as used in this exhibit refers to the contractual agreement to which this exhibit is attached, irrespective of any other title or name it may otherwise have.
2. “Contractor” as used in this exhibit refers to the party contracting with the City and County of Denver pursuant to the attached Agreement.

C. Coverages and Limits

1. Commercial General Liability

Contractor shall maintain insurance coverage including bodily injury, property damage, personal injury, advertising injury, independent contractors, and products and completed operations in minimum limits of \$1,000,000 each occurrence, \$2,000,000 products and completed operations aggregate; if policy contains a general aggregate, a minimum limit of \$2,000,000 annual per location aggregate must be maintained.

- a. Coverage shall include Contractual Liability covering liability assumed under this Agreement (including defense costs assumed under contract) within the scope of coverages provided.
- b. Coverage shall include Mobile Equipment Liability, if used to perform services under this Agreement.
- c. If a “per location” policy aggregate is required, “location” shall mean the entire airport premises.

2. Business Automobile Liability

Contractor 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 Contractor does not have blanket coverage on all owned and operated vehicles and will require unescorted airside driving privileges, then a schedule of insured vehicles (including year, make, model and VIN number) must be submitted with the Certificate of Insurance.
- c. If transporting waste, hazardous material, or regulated substances, Contractor shall carry a Broadened

Pollution Endorsement and an MCS 90 endorsement on its policy.

- d. If Contractor does not own any fleet vehicles and/or Contractor's owners, officers, directors, and/or employees use their personal vehicles to perform services under this Agreement, Contractor shall ensure that Personal Automobile Liability including a Business Use Endorsement is maintained by the vehicle owner, and if appropriate, Non-Owned Auto Liability by the Contractor. This provision does not apply to persons solely commuting to and from the airport.
 - e. If Contractor will be completing all services to DEN under this Agreement remotely and not be driving to locations under direction of the City to perform services this requirement is waived.
3. **Workers' Compensation and Employer's Liability Insurance**
Contractor 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. Colorado Workers' Compensation Act allows for certain, limited exemptions from Worker's Compensation insurance coverage requirements. It is the sole responsibility of the Contractor to determine their eligibility for providing this coverage, executing all required documentation with the State of Colorado, and obtaining all necessary approvals. Verification document(s) evidencing exemption status must be submitted with the Certificate of Insurance.
 4. **Property Insurance**
Contractor is solely responsible for any loss or damage to its real or business personal property located on DEN premises including, but not limited to, materials, tools, equipment, vehicles, furnishings, structures and personal property of its employees and subcontractors unless caused by the sole, gross negligence of the City. If Contractor carries property insurance on its property located on DEN premises, a waiver of subrogation as outlined in Section F will be required from its insurer.
 5. **Professional Liability (Errors and Omissions) Insurance**
Contractor shall maintain a minimum limit of \$1,000,000 each claim and annual policy aggregate, providing coverage for all applicable professional services outlined in this Agreement.
 6. **Cyber Insurance**
Contractor shall maintain a minimum limit of \$1,000,000 per occurrence and \$1,000,000 annual policy aggregate covering claims involving privacy violations, information theft, damage to or destruction of electronic information, intentional and/or unintentional release of private information, alteration of electronic information, extortion, and network security.
 7. **Technology Errors and Omissions**
Contractor shall maintain a minimum limit of \$1,000,000 per occurrence and \$1,000,000 annual policy aggregate including cyber liability, network security, privacy liability and product failure coverage.
 - a. Coverage shall include, but not be limited to, liability arising from theft, dissemination and/or use of personal, private, confidential, information subject to a non-disclosure agreement, including information stored or transmitted, privacy or cyber laws, damage to or destruction of information, intentional and/or unintentional release of private information, alteration of information, extortion and network security, introduction of a computer virus into, or otherwise causing damage to, a customer's or third person's computer, computer system, network or similar computer related property and the data, software, and programs thereon, advertising injury, personal injury (including invasion of privacy) and intellectual property offenses related to internet.
 8. **Unmanned Aerial Vehicle (UAV) Liability:**
If Contractor desires to use drones in any aspect of its work or presence on DEN premises, the following requirements must be met prior to commencing any drone operations:

- a. Express written permission must be granted by DEN.
- b. Express written permission must be granted by the Federal Aviation Administration (FAA).
- c. Drone equipment must be properly registered with the FAA.
- d. Drone operator(s) must be properly licensed by the FAA.
- e. Contractor must maintain UAV Liability including flight coverage, personal and advertising injury liability, and hired/non-owned UAV liability for its commercial drone operations with a limit no less than \$1,000,000 combined single limit per occurrence for bodily injury and property damage.

9. Excess/Umbrella Liability

Combination of primary and excess coverage may be used to achieve minimum required coverage limits. Excess/Umbrella policy(ies) must follow form of the primary policies with which they are related to provide the minimum limits and be verified as such on any submitted Certificate of Insurance.

D. Reference to Project and/or Contract

The City Project Name, Title of Agreement and/or Contract Number and description shall be noted on the Certificate of Insurance, if applicable.

E. Additional Insured

For all coverages required under this Agreement (excluding Workers' Compensation, Employer's Liability and Professional Liability, if required), Contractor'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.

F. Waiver of Subrogation

For all coverages required under this Agreement (excluding Professional Liability, if required), Contractor'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.

If Contractor will be completing all services to the City under this Agreement remotely and not be traveling to locations under direction of the City to perform services, this requirement is waived specific to Workers' Compensation coverage.

If Contractor and its employees performing services under this Agreement are domiciled in a monopolistic state this requirement shall not apply to Workers' Compensation policy(ies) issued by a state fund. However, Contractor understands any subrogation against the City from its state-funded Workers' Compensation insurer arising from a claim related to this Agreement shall become the responsibility of the Contractor under Section 14.01 Defense and Indemnification of this Agreement subject to the terms, conditions and limitations therein.

G. 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 required coverage before the expiration date thereof.

1. Such notice shall reference the DEN assigned contract number related to this Agreement.
2. Such notice shall be sent thirty (30) calendar days prior to such cancellation or non-renewal or reduction in required coverage unless due to non-payment of premiums for which notice shall be sent ten (10) calendar days prior.
3. If such written notice is unavailable from the insurer or afforded as outlined above, Contractor shall provide written notice of cancellation, non-renewal and any reduction in required coverage to the Certificate Holder within three (3) business days of receiving such notice by its insurer(s) and include documentation of the formal notice received from its insurer(s) as verification. Contractor shall replace cancelled or nonrenewed policies with no lapse in coverage and provide an updated Certificate of Insurance to DEN.
4. In the event any general aggregate or other aggregate limits are reduced below the required minimum per occurrence limits, Contractor will procure, at its own expense, coverage at the requirement minimum per

occurrence limits. If Contractor cannot replenish coverage within ten (10) calendar days, it must notify the City immediately.

H. Cooperation

Contractor agrees to fully cooperate in connection with any investigation or inquiry and accept any formally tendered claim related to this Agreement, whether received from the City or its representative. Contractor's failure to fully cooperate may, as determined in the City's sole discretion, provide cause for default under the Agreement. The City understands acceptance of a tendered claim does not constitute acceptance of liability.

I. Additional Provisions

1. Deductibles or any type of retention are the sole responsibility of the Contractor.
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. Coverage required may not contain an exclusion related to operations on airport premises.
4. A severability of interests or separation of insureds provision (no insured vs. insured exclusion) is included under all policies where Additional Insured status is required.
5. A provision that coverage is primary and non-contributory with other coverage or self-insurance maintained by the City under all policies where Additional Insured status is required.
6. If the Contractor procures or maintains insurance policies with coverages or limits beyond those stated herein, such greater policies will apply to their full effect and not be reduced or limited by the minimum requirements stated herein.
7. All policies shall be written on an occurrence form. If an occurrence form is unavailable or not industry norm for a given policy type, claims-made coverage will 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 reporting period placed for three years (eight years for construction-related agreements) beginning at the time work under this Agreement is completed or the Agreement is terminated, whichever is later.
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 an authorized representative and must be submitted to the City at the time Contractor 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 of a certificate of insurance or other proof of insurance that does not comply with all insurance requirements shall not act as a waiver of Contractor's breach of this Agreement or of any of the City's rights or remedies under this Agreement. All coverage requirements shall be enforced unless waived or otherwise modified in writing by DEN Risk Management. Contractor is solely responsible for ensuring all formal policy endorsements are issued by their insurers to support the requirements.
11. The City shall have the right to verify, at any time, all coverage, information, or representations, and the insured and its insurance representatives shall promptly and fully cooperate in any such audit the City may elect to undertake including provision of copies of insurance policies upon request. In the case of such audit, the City may be subject to a non-disclosure agreement and/or redactions of policy information unrelated to verification of required coverage.
12. No material changes, modifications, or interlineations to required insurance coverage shall be allowed without the review and written approval of DEN Risk Management.
13. Contractor shall be responsible for ensuring the City is provided updated Certificate(s) of Insurance prior to each policy renewal.
14. Contractor's failure to maintain required insurance shall be the basis for immediate suspension and cause for termination of this Agreement, at the City's sole discretion and without penalty to the City.

J. Part 230 and the DEN Airport Rules and Regulations

If the minimum insurance requirements set forth herein differ from the equivalent types of insurance requirements in Part 230 of the DEN Airport Rules and Regulations, the greater and broader insurance requirements shall supersede those lesser requirements, unless expressly excepted in writing by DEN Risk Management. Part 230 applies to Contractor and its subcontractors of any tier.

K. Applicability of ROCIP Requirements

The City and County of Denver and Denver International Airport (hereinafter referred to collectively as “DEN”) has arranged for certain construction activities at DEN to be insured under an Owner Controlled Insurance Program (OCIP) or a Rolling Owner Controlled Insurance Program (ROCIP) (hereinafter collectively referred to as “ROCIP”). A ROCIP is a single insurance program that insures DEN, the Contractor and subcontractors of any tier, and other designated parties (Enrolled Parties), for work performed at the Project Site. **Contractor is NOT eligible for or provided insurance coverage under a ROCIP program. Contractor must provide its own insurance as specified in this Agreement. If Contractor is assigned work to be conducted within a ROCIP Project Site it must comply with the provisions of the DEN ROCIP Safety Manual, which is part of the Contract Documents and which is linked below to the most recent manual.**

[DEN ROCIP Safety Manual](#)

DEN is additionally providing links to the DEN ROCIP Insurance Manual and the DEN ROCIP Claims Guide solely for Contractor’s information.

[DEN ROCIP Insurance Manual](#)

[DEN ROCIP Claims Guide](#)

Notice of Change to ROCIP: DEN reserves the right to assign work per task order to a specific ROCIP program, if more than one is active, as well as terminate or modify a DEN ROCIP or any portion thereof. Further, dependent on factors including, but not limited to, the official timing and duration of the ROCIP project for which services are provided or related to under this Agreement, DEN may need to transition from one ROCIP program to another and introduce corresponding requirements for contractors. DEN will provide Contractor notice of changes regarding a ROCIP program as applicable to Contractor’s work or responsibilities under the ROCIP Safety Manual.



Exhibit D

TASK ORDERS AND INVOICING



DESIGN, ENGINEERING, AND CONSTRUCTION
C-WEST PROGRAM MANAGEMENT TEAM

1. Introduction

- 1.1. This Exhibit describes the Contractor's obligations to prepare and submit Task Orders, Task Order Change Orders, schedules, budgets, invoices, progress reports, correspondence, and other contractual documents.
- 1.2. The Contractor, as deemed necessary by the Senior Vice President of Design, Engineering, and Construction (the "SVP") or their designee, will be required to provide professional services for specific task scopes of work based on the scope defined in **Exhibit A**.
- 1.3. The Contractor shall be paid on its progress towards completing a task shown on its work schedule for that Task Order. Payments for each Task Order will be calculated in accordance with the payment method set forth in each Task Order and shall not exceed the Not-to-Exceed amount allocated to that Task Order unless modified by an approved Task Order Change Order.

2. Task Orders

- 2.1. The SVP or their designee will request a Proposal for each specific Task Order. The Contractor will prepare and submit a Proposal within 14 days of receipt of the Task Order request for proposal unless an alternate delivery duration is defined by the SVP or their designee at the time of request. Task Order requests for proposals are not guaranteed to result in an executed Task Order.
- 2.2. The Contractor shall provide a proposal that includes the following:
 - 2.2.1. A narrative of the understanding of the requested Task Order including all assumptions, exclusions, expenses, and breakdown of scope of work both self-performed and performed by all subcontractors.
 - 2.2.2. A detailed summary of the Task Order fee, broken down by personnel, pay classifications, agreed hourly billing rates (see **Exhibit B**), schedule and hours necessary to complete the Task Order scope of work.
 - 2.2.2.1. This should show anticipated hour usage and spend per individual staff member per month through the duration of the Task Order.
 - 2.2.3. A schedule identifying all phases of scope of work.
 - 2.2.4. Identify any anticipated expenses and expense budgets. Unless specifically granted in the Task Order, an expense budget does not relieve the Contractor or subcontractor from the expense authorization process Included with each task order issued.



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2.2.5. Identification of time and material, not to exceed fee.

2.2.6. Fees for proposal preparation will not be reimbursed.

2.3. Task Order Notice to Proceed

2.3.1. The City will provide written notification to the Contractor to proceed with a Task Order scope of work upon execution and encumbrance of the Task Order. This written notification will come in the form of a signed Notice to Proceed. The Contractor will not be authorized to proceed with the work described in this Agreement, Exhibit, or a Task Order and the City will not be obligated to fund or pay for any work performed by the Contractor until the City has provided signed, written notification to the Contractor that the work is to be performed.

2.4. Change Requests

2.4.1. Changes to the scope of work initiated by the Contractor will be issued to the SVP or their designee. Initiation of a Change Request does not guarantee acceptance of the Change Request. Acceptance and approval of the Change Request will only be granted to the Contractor through an executed Task Order Change Order.

2.4.2. Changes to the scope of work initiated by the SVP or their designee will be issued to the Contractor through a request for proposal. A request for proposal does not guarantee additional work acceptance, additional funding, or grant schedule relief.

2.4.2.1. Within 14 days of receipt of the request for proposal, or duration as defined in writing by the SVP or their designee, the Contractor shall provide a time and materials, not to exceed fee proposal that includes the following:

2.4.2.1.1. A narrative of the understanding of the requested change including all assumptions, exclusions, expenses, and breakdown of additional scope of work both self-performed and performed by all subcontractors.

2.4.2.1.2. A detailed summary of the Task Order fee, broken down by personnel, pay classifications, agreed hourly billing rates (see **Exhibit B**), schedule and hours necessary to complete the Task Order scope of work.

2.4.2.1.2.1. This should show an updated anticipated hourly and wage cost per month through the duration of the Task Order.

2.5. An updated Not-to-Exceed Fee, showing the original, change request amount, and new total Not-to-Exceed Fee.Task Order Closeout



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- 2.5.1. Task Order Closeout Initiation will not begin without written approval from the SVP or their designee.
- 2.5.2. Task Order Closeout Documents: Professional Services Affidavit of Completion Letter (see Form SP-ACL) and Final Statement of Accounting (see Form SP-SA).
- 2.6. Contractor's Personnel Assigned to this Agreement
 - 2.6.1. Job classification titles and rate ranges are established in **Exhibit B**.
 - 2.6.1.1. Future job classification rates are subject to approval by the SVP or their designee (see Form SP-CLS). Any new job classifications should include a justification for the business need for a new position.
 - 2.6.2. Personnel Assignments must be approved in advance by the SVP or their designee (see SP-EMP). Personnel are not to engage in work on the project until authorization is granted.
 - 2.6.2.1. Personnel Requests should be accompanied by Form SP-EMP, identify their requested job title, their assigned rate, a current resume that supports their requested role, and describe how their relevant experience and qualifications relates to and benefits the project.
 - 2.6.2.2. The proposed employee may be subject to an interview process at the discretion of the SVP or their designee.
 - 2.6.2.3. Approved employees are assigned to the Agreement. As such, job titles and pay rate shall remain consistent on the Task Orders under the Agreement.
 - 2.6.3. A record of approved personnel will be kept by the City and the Contractor and will be updated as new personnel and positions are added throughout the life of the Agreement.
 - 2.6.4. Position change requests for approved staff will be considered on a case-by-case basis and subject to the approval of the SVP or their designee. Approval of these requests are not guaranteed. Any request resulting in an increased rate must be accompanied by supporting documentation, including but not limited to the value as it relates to the project, planned resource utilization for the new position, updated resume to support the change, proposed solution relating to backfill, how the change effects the budget and schedule including any backfill positions, and overall effect on the project.

3. Invoicing



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3.1. Monthly Invoice Procedures and Allowable Expenses

- 3.1.1. Procedures for invoicing from the PMT and allowable expenses will be issued with each respective task order.

4. Ownership of Plans and Documents

4.1. Plans and Documents

- 4.1.1. The City may grant the Contractor a nonexclusive license to use portions of the contents of the drawings, specifications, and other documents on other projects, except for any aggregation of items that would detract from the uniqueness of the overall design of this Project.

5. Summary of Contract Task Order Control

5.1. Changes to this Exhibit

- 5.1.1. All requirements in this Exhibit may be modified unilaterally by the SVP or their designee to meet the specific needs of the Project. Any modifications to this exhibit must be documented in writing and distributed to the Contractor.
- 5.1.2. Any Forms referenced below are subject to change. Updated forms will be distributed to the Contractor.

5.2. Submittals Required After Task Order Request for Proposal

- 5.2.1. Unless specifically identified by the SVP or their designee, the Contractor shall provide a proposal containing a narrative, work schedule, costs, staffing, anticipated expense budget, and other additional requirements as defined by the SVP or their designee within 14 days after receipt of the Task Order Request for Proposal.

5.3. Submittals Required Prior to the Commencement of Work

- 5.3.1. Personnel Authorization Requests for any salaried personnel assigned to the Task Order that were not previously authorized to work on the Program.
- 5.3.2. Authorized Signers: List of the names and titles of Contractor staff that are authorized signers, which documents they can sign, and an electronic sample copy of their signature.

5.4. Monthly Submittals

- 5.4.1. The Contractor shall submit invoicing by the day of the month referenced above.

5.5. Order of Precedence

- 5.5.1. In the case of an irreconcilable conflict between a provision of this Exhibit and any other contractual document, exhibit, or Task Order Document such that it is



DESIGN, ENGINEERING, AND CONSTRUCTION
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impossible to give effect to both, the order of precedence in Sec. 15 of the Agreement will determine which document shall control to resolve such conflict.

6. Referenced Forms

Form #	Name
Exhibit A	Scope of Work
Exhibit B	Staffing Exhibit
SP-ACL	Affidavit of Completion Letter
SP-ACT	Final Statement of Accounting
SP-CLS	New Job Title and Classification Rate
SP-EMP	Professional Employee Authorization Form
SP-EXP	Expense Approval Form
SP-TRV	Advance Travel Authorization Form and Worksheet

Exhibit E



Tab 2 | DEN EDI Plan

V-1 has met all committed SBE participation goals set for every aviation project completed. We are ready and committed to meet the goal set for the Concourse C West Expansion project. We are committed to exceed the SBE goal set for this project.

2 DEN EDI Plan

V-1 Consulting

CORPORATE INITIATIVES TO EDI

As a minority- and SBE-certified business, V-1 Consulting is committed to advancing equity, diversity, and inclusion (EDI)—both within our firm and across the communities we serve. Our corporate culture is rooted in creating equitable opportunities for underrepresented voices, and we actively promote inclusive hiring, mentorship, and transparent/fair procurement practices. We leverage our certifications not just for compliance, but as a platform to foster meaningful partnerships with other small and diverse businesses. Our team reflects the diversity we champion, and we bring that same focus to the projects we support—ensuring EDI is not just a value, but a lived practice.

V-1 is currently refining our internal EDI plan through monthly staff meetings, focusing on actionable strategies that promote small business development. This includes establishing a Quarterly SBE Contractor/Vendor Award, recognizing outstanding partners publicly through LinkedIn to elevate their visibility and credibility within the industry.

Inclusive Hiring and Advancement

We prioritize hiring practices that reflect the diversity of the communities we work in. Our recruiting strategies actively engage with diverse-serving institutions. Internally, we promote equitable advancement by providing mentorship, professional development, and leadership opportunities for all employees.

EDI Culture Integration

Equity, diversity and inclusion are not siloed initiatives at V-1—they are embedded in our operations. We conduct internal trainings, inclusive-focused check-ins during staff meetings, and provide optional discussion forums to foster awareness and allyship among our team.

Employee Engagement and Retention

Through feedback loops, one-on-one development plans, and mental wellness support, we create an environment where diverse team members feel seen, heard, and valued. Our current team includes women, veterans, LGBTQ+ professionals, and individuals from underrepresented racial and ethnic groups.

Acknowledgment of EDI Section Requirements:

- ✓ A separate SBE Utilization Plan has been uploaded to BidNet for DSBO's review. This is also attached at the end of our submission with Bid Forms.
- ✓ V-1 is serving as the prime PMT and is not participating in a joint venture for this project; therefore, no joint venture agreement was required or submitted for approval.
- ✓ As a SBE-certified firm, V-1 meets the eligibility criteria to pursue this project as the prime.
- ✓ An SBE Participation Form has been submitted on BidNet in a separate document.
- ✓ As the SBE prime, we are confident in meeting our self-perform work percentage and achieving 30% participation on the PMT contract.

Building Capacity Through Partnerships AtkinsRéalis Mentorship Commitment

V-1's key partner, AtkinsRéalis, is mentoring a firm in partnership with DEN, as part of the City and County of Denver's Mentor-Protégé Program. In this role, AtkinsRéalis is supporting this firm in its efforts to enhance capacity to deliver digital solutions for DEN and other clients, as well as in creating a governance framework to support recruitment, retention, performance management, and other key operational tasks.

Their dedication to mentoring SBE firms on this project will play a vital role in its success.

EXTERNAL STRATEGIES FOR IMPACT
Strategic Partnerships with Like-Minded Firms

V-1 is collaborating with larger firms who have demonstrated EDI leadership and committed resources to building inclusive project teams. Together, we are focused on ensuring team composition and participation reflect the diverse population of the City and County of Denver.

Mentorship and Technical Assistance for SBEs

As the SBE prime, we will model inclusive leadership by mentoring smaller and emerging firms throughout this contract. We will provide guidance on invoicing, documentation, risk management, and capacity building to ensure their long-term success beyond this engagement. We will also be supported in these efforts by larger firms like AtkinsRéalis, Garver, and others.

PROCUREMENT

V-1 follows a structured and transparent procurement process to ensure the equitable engagement of qualified subconsultants and vendors. Our approach is aligned with the City and County of Denver’s procurement goals, particularly around promoting opportunities for Small Business Enterprises (SBEs),

Minority/Women-Owned Businesses (MWBs), and other disadvantaged firms.

TRACKING & REPORTING

This is such an important step to transparency of SBE participation. We will track EDI and SBE progress through:

- Monthly team reports reflecting SBE participation and mentorship activities
- Quarterly review of team composition and hiring pipelines
- Participation tracking in outreach and workforce development events
- Annual employee satisfaction surveys including EDI feedback
- All EDI progress will be shared with DEN stakeholders as part of regular project performance updates.

JMBangert (JMB), an SBE-certified firm, will support V-1 with tracking and reporting on this project. JMB has vast experience in supporting companies on DSBO compliance and reporting. They did this for the Turner-Flatiron Joint Venture team during the DEN Concourse Expansion Program.

KEY ELEMENTS OF OUR PROCUREMENT STRATEGY



1. Early Engagement of Certified Firms

We proactively identify and reach out to certified firms early in the project planning phase to ensure meaningful participation. This includes hosting outreach meetings, sharing scopes in accessible formats, and walking potential partners through requirements and expectations.



2. Outreach and Prequalification

We will coordinate with DEN’s Division of Small Business Opportunity (DSBO) and outreach partners (example: BCG, HCC, COMTO, SAME) to identify qualified firms. We assist with targeted outreach, information sessions, and one-on-one prequalification guidance to ensure firms are aware of upcoming opportunities and understand how to compete effectively.



3. Procurement Documentation and Oversight

Our PMT team helps develop and standardize procurement documentation (RFPs, RFQs, scoring rubrics, evaluation templates) to ensure consistency, fairness, and legal compliance. We also support proposal evaluation teams and facilitate transparent scoring processes that adhere to CCD and DEN procurement policies.



4. Mentorship and Capacity Building

Recognizing the PMT’s role in legacy-building, we will implement mentorship opportunities for smaller firms engaged in the program—helping them navigate contract requirements, build their back-office capabilities, and position themselves for future prime roles.

Commitment to Actively Engage in DEN Events for Your Project

As a prime PMT actively engaged in DEN contracts, we recognize the importance of participating in the *Taking Flight with DEN* event as the construction contract nears the procurement phase. Hunter Wardlaw has recently supported this initiative and will do so again for this contract. We will ensure the right team members are present in the breakroom to answer questions and engage meaningfully with interested participants. This level of involvement is a vital part of the DEN process—and one we approach with intention and commitment. We will also participate in DEN’s Tradeshow event on August 28, 2025 to ensure we are always engaging with the certified business community, beyond PMT partnerships at just DEN.

ENGAGEMENT IN BDTA (BUSINESS DEVELOPMENT TECHNICAL ASSISTANCE)

As part of our commitment to building a more inclusive and resilient industry, V-1 and our key partners will commit to being actively involved in the Business Development Technical Assistance (BDTA) program throughout the duration of our work on this contract and beyond.

BDTA represents a critical opportunity to uplift and empower certified small and disadvantaged firms by providing direct access to mentorship, technical training, and business development resources. Our team understands that meaningful participation goes beyond contract awards—it includes equipping firms with the tools and knowledge to grow sustainably and independently. **Our Role in BDTA Will Include:**

1. Providing Technical Guidance

V-1 team members will serve as mentors and technical advisors to BDTA participants. We’ll provide hands-on support in areas such as project controls, proposal preparation, invoicing, QA/QC processes, and construction management best practices.

2. Hosting Knowledge-Sharing Workshops

We will coordinate efforts with DEN and DSBO to deliver or co-facilitate quarterly training workshops tailored to BDTA participants.

3. Creating Subcontractor Integration Opportunities

Whenever possible, we will integrate BDTA-graduated firms into our scopes of work as subcontractors or service providers, giving them the chance to gain direct project experience under our guidance. These engagements will be structured for learning, with regular check-ins and performance reviews to ensure knowledge transfer and business growth.

4. Promoting Networking and Visibility

We’ll help BDTA-graduated firms expand their network by introducing them to other primes and stakeholders on the project, advocating for their inclusion on upcoming bids, and highlighting their successes in our communications and team meetings.

Maintaining engagement with certified firms interested in work at DEN is essential to sustaining a strong and diverse pool of qualified businesses. By continuing to build relationships and provide opportunities beyond certification, we help ensure that our network of certified firms remains active, capable, and well-positioned for future participation.

Engaging with our Youth

To support workforce development and pipeline growth, we actively participate in internship programs through the Construction Management Association of America (CMAA) and Denver Public Schools, connecting students with emerging SBE firms for hands-on experience. We also collaborate with Junior Achievement and Mile High Youth Corps to expose youth from diverse backgrounds to construction and engineering careers—ensuring a long-term talent pipeline for small businesses.



MEETING SBE PARTICIPATION ON YOUR PROJECT

In the organizational chart included in Section 4, we’ve clearly identified all employees representing SBE-certified firms to provide full transparency into anticipated SBE participation. Below is a list of our SBE partners and their estimated participation percentages for this contract. **We are committing 62% in SBE participation for this project.**

Table 2.1: SBE Partnerships Breakdown

Firm	Approximate Percentage of Contract Involvement
SBE	
V-1	30% (Self-Performed)
Walker Solutions	5%
ID8 Design Consulting	5%
J.A.Watts (JWI)	3%
JMBangert	3%
BBH Management	5%
Axiom	5%
Path EGD	2%
Yeh & Associates	5%
Non SBE	
Garver	10%
AtkinsRéalis	12%
Ardurra	10%
GROUND Engineering Consultants, Inc.	2.5%
J.R. Harris <i>Will be pursuing SBE in Fall 2025</i>	2.5%

If additional participation is needed to fulfill unique scopes of work, we are committed to ensuring certified SBE firms have a fair and transparent opportunity to pursue those opportunities. Our team will actively identify specialized needs early in the process and conduct targeted outreach to qualified SBE firms. This includes sharing scope details, providing technical assistance, if needed, and creating a clear path for inclusion through equitable procurement practices. Our goal is to ensure meaningful participation at every stage of the project. J.R. Harris plans to pursue SBE certification in Fall 2025 under new leadership, and V-1 is prepared to support them through the process as needed.

We will also support the selected construction team in achieving their SBE and workforce goals, understanding that their performance is integral to the overall success of the program.

EQUITY IN ACTION | REAL RESULTS THROUGH SBE PARTNERSHIP

V-1 partnered with a certified SBE firm on an airline lounge project at Newark, New Jersey. Beyond successfully delivering a fast-paced, tenant-driven scope, the partnership led to the creation of three new jobs for diverse suppliers and helped the SBE firm qualify for additional aviation pursuits. This outcome reflects our belief that meaningful SBE engagement goes beyond compliance—it’s about building capacity, opening doors, and advancing equity in the industry.



Exhibit F

REQUEST FOR QUALIFICATIONS

CONCOURSE C WEST

PROGRAM MANAGEMENT SUPPORT SERVICES

RFQ No. 202578570

April 8, 2025

REQUEST FOR QUALIFICATIONS (RFQ)

Airport Office Building (AOB)
Denver International Airport (DEN)
8500 Pena Boulevard, Room 8810
Denver, Colorado 80249-6340

Contract Administrator (CA): Kat Herrera
E-Mail: contract.procurement@flydenver.com

Request for Qualifications RFQ# 202578570

QUALIFICATIONS MUST BE RECEIVED BY: Tuesday, May 6, 2025, by 2:00 PM (MT)

Schedule of Activities:

This projected schedule is an estimated timeline and is subject to change at the sole discretion of the City. All times listed in this document are understood to be Denver local time.

Event	Date
RFQ Advertisement	April 8, 2025
Optional Pre-Submittal Conference	April 11, 2025, at 9:30 AM, Denver Local Time
Optional Site Visit	April 17, 2025, at 9:00 AM, Denver Local Time
Last Date to Submit Written Questions	April 22, 2025, by 2:00 PM, Denver Local Time
Submittal Due Date	May 6, 2025, by 2:00 PM, Denver Local Time

Pre-Submittal Conference – OPTIONAL

An optional Pre-Submittal Conference will be held virtually via a Microsoft Teams Meeting at the date and time listed above in the Schedule of Activities. Please click on the following link to access the meeting.

[Optional Pre-Submittal Conference Link](#)

At this conference, DEN representatives will explain the opportunity and answer questions regarding this RFQ, including any written questions submitted to DEN prior to the conference.

Site Visit – OPTIONAL

The Optional Site Visit is scheduled for the date and time listed above in the Schedule of Activities. **Preregistration is required and must be completed no later than 2:00 PM on Monday, April 14, 2025.** The registration link is provided below.

[Eventbrite Registration Link](#)

Participants will meet on the scheduled day and time in the lobby of the Airport Office Building located on the 6th floor of the Jeppesen Terminal adjacent to A-Concourse Bridge at Denver International Airport, 8500 Pena Boulevard, Denver, CO 80249. Please arrive at least 15 minutes prior to the start of the scheduled site visit.

Pre-registration is required, and your attendance will be documented during the site visit. Only two members from your firm may attend.

RFQ Questions

DEN will not answer any telephone inquiries about this RFQ. Written questions are due by the deadline for questions listed in the Schedule of Activities above and shall be submitted electronically via the Rocky Mountain E-Purchasing System (BidNet) website. **DEN requires all questions to be submitted individually on this site.**

Note: BidNet limits the characters available to input for DEN to respond to each question. For this reason, multiple questions may not be submitted as a single question, as DEN is unable to respond to multiple questions in the space provided. Because of this limitation, DEN reserves the right to reject groups of questions submitted in a single question box or to select and respond to only one question posed. A multi-part question containing an initial question and a follow-up is the exception to this rule. All questions and answers will be posted on the BidNet website as an addendum to the RFQ at the link below following the deadline for submittal of questions:

<https://www.bidnetdirect.com/colorado/cityandcountyofdenverdepartmentofaviation>

RFQ Submittal

The submittal shall be prepared in accordance with the Instructions to Submitters as described in Section IV of this RFQ. Submitters shall provide their submittal and all required forms via the BidNet website at the link below. Submittals are due by the date and time listed in the Schedule of Activities above.

Allow ample time for the electronic submission of your submittal. Following is link to a BidNet Electronic Bid Submission (EBS) guide and EBS FAQ site. DEN strongly encourages Submitters to review this information prior to starting your submission in addition to starting the submission process at least one business day prior to the submittal due date. DEN will not extend the submission deadline due to any technical issues or outages you may experience.

EBS FAQs:

<http://faq.bidnetdirect.com/electronic-bid-submission/>

Small Business Enterprise (SBE) Defined Pool Participation

Pursuant to Article VII of Chapter 28 of the Denver Revised Municipal Code (D.R.M.C.) the Division of Small Business Opportunity (DSBO) has established the following participation requirements for this project:

- 1. Small Business Enterprise (SBE) Defined Pool**
- 2. Additional 15% Small Business Enterprise (SBE)**

Award will be strictly limited to SBE firms certified with the City and County of Denver on or before the submittal due date. § 28-207 D.R.M.C. SBE firm(s) may also function as joint ventures to the extent consistent with the definition of the term contained in § 28-204 D.R.M.C., so long as the SBE submitter(s), also performs a commercially useful function and does not function as a conduit. In addition to the SBE Defined Pool requirement, a 15% SBE participation requirement must be met by utilizing City and County of Denver-certified SBE subcontractors or suppliers for this project.

General Project Description

The City and County of Denver (Sponsor), which owns and operates DEN, is seeking Statements of Qualifications (SOQ) from qualified consulting firms to form a Program Management Team (PMT). This PMT will play a critical role in overseeing the development of the Concourse C West Expansion. The project involves the construction of approximately 400,000 square feet of new space to accommodate a maximum of eleven new aircraft gates. Key elements of the Program include additional concessions spaces, additional deicing operations capacity, a basement beneath the concourse expansion area, a pet relief area and an outdoor amenity space for passengers.

Scope of Work: The scope of work includes a wide range of services essential for the successful completion of the Concourse C West Expansion project. This covers program and project management, environmental services, design and baseline development, permitting, and delivery method evaluation. The PMT will also assist with program oversight, cost and schedule management, risk management, quality control, and community engagement, among other responsibilities.

Driving need for the procurement: This RFQ aims to select a qualified PMT to manage and deliver the Concourse C West project effectively. The driving need for this procurement is to ensure that this critical infrastructure project is executed seamlessly and aligns with DEN's broader strategic goals, including Vision 100 and Operation 2045 plans. These initiatives are designed to enhance airport operations, improve passenger experience, and support Denver's long-term growth and development.

SUBMITTAL REQUIREMENTS

The following is a checklist for reference when compiling the qualifications submission. The documents listed below are required:

- ☐ Submittal Narrative:
 - Complete responses to the Content Narrative as outlined in Section IV, which includes the required DEN Equity, Diversity, and Inclusion Plan (DEN EDI Plan)
- ☐ Sample Agreement:
 - List of all proposed modifications or legal issues regarding terms of the Sample Agreement as outlined in Section III-2.
- ☐ Submittal Forms - all complete and signed
 - Submittal Acknowledgement Letter – filled out completely and acknowledge all addenda
 - Submittal Data Form
 - Disclosure of Legal & Administrative Proceedings & Financial Conditions
- ☐ DSBO Forms
 - Commitment to SBE Participation
 - SBE Utilization Plan Form
- ☐ Diversity Survey
 - Diversity and Inclusiveness in City Solicitations (online survey – include the completed survey with your submittal submission)
- ☐ Financial Forms (From primes only, financial forms from subs are not required) - to be submitted as separate electronic files from the Submittal.
 - Exhibit B – Core Staff Labor Rates (Please provide in Excel format)

REQUEST FOR QUALIFICATIONS

RFQ NO. 202578570

CONCOURSE C WEST PROGRAM MANAGEMENT SUPPORT SERVICES

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I. CITY, AIRPORT AND PROJECT OVERVIEW

The values of equity, diversity, inclusivity, accessibility, and sustainability are inherent to the City's strategy to develop and maintain prosperous communities. Accordingly, these values are imbedded into all the City's procurement processes to ensure competitive procurements that offer equitable opportunities for all potential Submitter, including greater contracted and significant participation for historically underutilized businesses to ensure Denver's long-term economic, social, and environmental health. Through equitable procurements, the City is committed to working to remove barriers and increase access to City contracting opportunities for all historically underutilized and small businesses including those owned by veterans and individuals living with disabilities as well as those in economically distressed or redlined neighborhoods. It is a primary value to promote economic equity by engaging a more inclusive community of Submitter and contractors, both as prime and sub-contractors to address socioeconomic disparities. Through this promotion of equity and inclusion (EDI), the City strives to improve opportunities that ensure fair and just access to jobs, housing, education, mobility options, and healthier communities. It is the City's expectation that all successful Submitter demonstrate their commitment to these City values through their procurement responses and post contract and/or lease activities.

Each procurement opportunity is to be approached with ethical and honest behavior. The City will solicit, evaluate, and award contracts based upon the Submitter's alignment with the City's values as it relates to its approach, proven experience, ability to perform work, costs, and pricing. DEN is looking for Submitters that demonstrate a history of equity, diversity, integrity, stewardship, innovation, and humanity. The City is looking for Submitters that have equity, diversity, and inclusion (EDI) embedded in their policies, procedures, practices, initiatives, and exhibit actionable results and ensures that of those that they partner with.

The City's values may be demonstrated through but are not limited to: (a) workforce expansion; (b) utilization of and work with the historically underutilized community, separate from required certified goals; (c) environmental sustainability and (d) EDI and Equal Employment Opportunity (EEO) programs for staff.

DEN plays a unique role as a gateway to the world for the region, our passengers, our communities, and our partners. As such, DEN has a generation of operators, concessionaires, designers, builders, planners, and small businesses that are stronger and more successful because of this work. DEN has also helped build new businesses that have flourished and grown into mature industry leaders. As part of its new Vision 100 plan, DEN intends to expand this legacy by looking to the community that has succeeded in the past at DEN to bring the next generation forward.

In its review of this contract opportunity, DEN believes that the scope of work and firms in the industry lends itself to unique partnership opportunities, and therefore, highly encourages firms that have historically proposed as prime contractors to serve as subcontractors to M/WBE firms in their contract with DEN, or to create Joint Ventures with M/WBE firms. A focus of this partnership should be for the contracting partners to build a meaningful relationship that is not merely transactional to meet a numerical goal. The objective is to afford the M/WBE firm the opportunity to learn from the large contractor, grow its financial capacity, build its generational wealth and its portfolio, and increase its capability to perform new commercially useful functions on future contracts.

In accordance with procedures described herein, you are hereby invited to provide a submittal for the subject project, which is described in the Scope of Work incorporated herein. The work under this Contract is anticipated to start on or about Q1 2026 and has a scheduled duration of seven (7) years from date of execution (DOE), plus two (2) one-year options to extend. The submittal must be prepared and submitted in accordance with the requirements and procedures contained in this RFQ document and the City's, including DEN's, ordinances, rules, policies, and procedures. Compliance with these requirements by the Submitter is

mandatory and is a condition of responsiveness. Any failure to satisfy these requirements will be a sufficient basis for the City and County of Denver's Department of Aviation, also known as Denver International Airport, (DEN or City) to disqualify the Submitter. The City shall not be liable for any of the Submitter's expenses associated with its preparation of the submittal or DEN's consideration of it. The Submitter, if selected, shall not include any such expenses as part of its fee for performing the Scope of Work.

II. SCOPE OF WORK

INTRODUCTION

Since opening on Feb. 28, 1995, DEN has become one of the world's busiest airports. In 2023, 77.8 million passengers passed through DEN, and in 2024, DEN welcomed a record-breaking 82.3 million passengers. DEN is Colorado's primary economic engine, generating \$47.2 billion in annual economic impact for the state. DEN's Vision 100 is focused on preparing the airport to serve 100 million annual passengers, and Operation 2045 lays the foundation for needed infrastructure work that will Prepare DEN to successfully reach its half-century mark. To continue to advance DEN's vision for growth, the delivery of Concourse C West Expansion Program (C-West) is one such planned capital improvement.

This Request for Qualifications/Request for Proposal is for the Program Management Team (PMT) for C-West. The work contemplated under this specific contract for the PMT is referred to as the "Contractor" or the "PMT."

STATEMENT OF PURPOSE

The City, owner and operator of DEN, is soliciting Statements of Qualifications (SOQ) from professional consulting firms (Firms) to provide a qualified Program Management Team (PMT) that will serve as part of an integrated program delivery team for projects such as the upcoming initiative to deliver a state-of-the-art Concourse C West Expansion described above. While the Concourse C West Expansion is the primary focus of the Program, and therefore this RFQ, the City may potentially utilize the subject contract to support other capital improvement initiatives during the duration of the Contract, as determined by the City. The Contract will be Task Order based, with a not-to-exceed overall capacity.

The competitive selection process provided for under this RFQ will focus on the qualifications and prior history of performance on similar projects of each prime Firm and the members of the prime Firm's proposed team, in accordance with the selection criteria set forth in this RFQ. Firms are asked to provide a thoughtful, thorough submission and detail the qualifications and experience of the Firm and companies who make up the Firm's team by indicating prior successes and experience on similar programs and key personnel's ability to integrate with DEN's Projects. Past successful teaming experiences on programs with similar scopes of work should be covered and Firms should demonstrate the ability to assign sufficiently experienced personnel at all levels as needed to ensure workforce availability on an as needed basis. Firms must include areas of expertise and relevant certifications for each of these key personnel.

For this opportunity, the City will enter into a contract with one (1) qualified PMT to provide Program Management Services. The PMT will report to DEN's Senior Vice President of Design, Engineering and Construction (DEC) working closely with various DEN staff to deliver the Program and its various projects. The DEC division will hold the final authority over the Program's projects, including financial decisions. The PMT's assignments will be determined by the City, in consultation with sponsoring divisions and stakeholders, via Task Orders. The City alone has the right to decide on the scope, timing, and nature of the PMT's tasks, based on considerations such as the Program's overall schedule, funding availability, the PMT's capabilities and past performance. The City anticipates that it will issue an initial Task Order immediately following Contract execution, which will require the PMT to develop a refined scope for subsequent Task Order(s) (Scope Development Task or SDT). The expected work and process for the SDT is outlined below, but is subject to change and the PMT shall comply with all instructions and requirements as stated in the SDT issued by the City following Contract execution.

Once the Contractor and the City reach agreement on scope of services, staff assignments, deliverables, schedule requirements and budget for all tasks and subtasks included in each Annual Work Plan or Task Order, then Notice to Proceed will be issued to Contractor. Work under any given Annual Work Plan or Task Order will begin only after it has been approved and Notice to Proceed has been formally issued by the City.

TERM

This contract has a term of seven (7) years from date of contract execution. Duties under this contract will be assigned via Task Orders. Each Task Order that will be issued as part of this contract will establish a not-to-exceed time & materials budget for the individual Task Order.

REQUEST FOR QUALIFICATIONS

The targeted respondents to this solicitation are Firms with substantial, direct, and relevant Aviation Program Management Services experience. The selected PMT and its core team must provide and maintain a strategic, cost-effective, and collaborative approach in executing the general scope of services defined below.

Respondents are asked to demonstrate their qualifications and experience, including:

- A history of successful project delivery within the aviation sector, specifically related to large scale aviation facility programs.
- The ability to integrate seamlessly with DEN's project team, providing personnel who are highly experienced in program management, risk management, cost control, and stakeholder engagement.
- Examples of past successful teaming experiences on programs with similar scopes of work, showcasing the ability to assign sufficiently experienced personnel at all levels to ensure workforce availability as needed.
- Areas of expertise, relevant certifications, and a demonstration of innovative approaches to meet project goals and enhance operational efficiency.

The City intends to issue a separate Stage II Proposal Deliverable to shortlisted Firms and hold interviews to further advance this procurement to identify the most qualified Firm for Contract award.

GENERAL SCOPE OF WORK

This list of services is not intended to be all-inclusive of the work to be performed but rather has been prepared so that responses will be written using a common base. Following the Contract award, scope of services may be further defined and will be attached to and incorporated in the executed Contract as Exhibit A thereto.

The PMT services may include but are not limited to:

- Program and project management
- Program Management Plan development
- Environmental Services, including support for NEPA document development
- Preliminary programmatic definition and baseline development
- Permitting Coordination
- Delivery method evaluation
- Program oversight, governance, and reporting
- Program and project controls
- Cost and Trend Management
- Schedule development, review, and management
- Estimating and Independent Cost Verification
- Records management and document controls

- Risk management and insurance program support
- Development and implementation of Quality Assurance and Quality Control Procedures
- Agency, Stakeholder, and Community Engagement and Communications support
- Procurement and solicitation development
- Monitor, forecast and report on staffing budgets for assigned projects
- Contract administration support
- Contractor management
- Commissioning management
- Operational Readiness, Activation, and Transition (ORAT) support
- Planning and schematic studies
- Change management
- Other activities normally associated with supporting planning, design, construction, and operation for capital improvements, at the City's discretion

PROFESSIONAL STAFF EXPERTISE

The City requires a qualified PMT made up of key personnel with specialized skills and technical expertise to effectively manage the program. Proposed key personnel changes must be submitted for review and approval by the City in accordance with the Contract. The Submitter shall provide a detailed list of key personnel, including their titles and roles, to ensure the highest level of expertise in the following areas:

- **Program Support Services:** The PMT shall include key personnel who possess extensive experience in project management and program planning. This includes capabilities in project concept development, scope management, schedule management, and budget oversight. The team shall demonstrate proficiency in master scheduling, budget development, and procurement logistical support, as well as maintaining program status updates, schedule tracking, and cost reporting. Expertise in tenant relocation assistance and tenant work permit coordination is also required.
- **Financial and Operational Controls:** The PMT must be equipped to evaluate, develop, and implement effective financial and operational controls necessary for managing large capital projects. This ensures that projects are executed within budget and timelines.
- **Technical Design Support Services:** The PMT shall include key personnel with technical design support experience, including the ability to conduct independent fee estimates and perform peer reviews of designs. The team should be capable of coordinating efforts across multiple projects, developing and reviewing cost estimates, and applying value engineering and constructability reviews as needed.
- **Construction Contract Administration:** The PMT must have key personnel experienced in construction contract administration. Responsibilities will include interpreting plans and technical specifications, reviewing and processing supplemental instructions, managing requests for information, and handling change orders and construction directives. The team will also oversee safety compliance, conduct ongoing construction inspections, ensure quality assurance through specialty inspections, and maintain comprehensive construction records. Furthermore, managing project interfaces and reviewing contract quality control plans are essential tasks.
- **Project Controls Support Services:** The PMT shall include key personnel with project controls expertise, including the development and maintenance of project schedules, budget management, and oversight of invoicing and pay applications.
- **Administrative Duties:** The PMT will be responsible for various administrative functions focused on project management and effective team integration. This includes making recommendations for schedule adjustments to mitigate risks and adapting the program to address the dynamic needs of DEN while minimizing impacts on project scope, schedule, and budget.

SCOPE DEVELOPMENT TASK

The City anticipates that the SDT will require the Contractor to develop the scope of services, not-to-exceed fee, level of effort, and schedule for specific activities as directed by the City in accordance with the SDT. It organizes and defines the Project Team, which may include DEN Stakeholders, Sponsors, Subject Matter Experts, or other business units for additional information or input.

The SDT will provide a framework for the Contractor's proposals for subsequent Task Orders, which will require the Contractor to provide detailed descriptions of all work, proposed methodologies, personnel (including sub-contractors), estimated person-hours, schedules for each activity, and review procedures for quality control. The scope of services for each Task Order is subject to the City's approval, available funding, and must comply with all relevant Contract requirements. The SDT will require the Contractor to deliver a draft scope of services to the City within thirty (30) days of SDT issuance. Extensions to any deadlines must receive approval from the City.

METHODOLOGY

Upon execution of the Contract, the City will issue the SDT and hold a pre-scoping conference with the Contractor to strategize the development of the initial Task Order's scope. This will involve identifying DEN Stakeholders, Subject Matter Experts, Project Sponsors, and the required frequency of engagement. It will also introduce key staff from each team, establish lines of communication, outline the project organizational structure, and coordinate meetings. The conference will review previous program work and help finalize the scope of services.

END OF SCOPE OF WORK

III. ADMINISTRATIVE INFORMATION

III-1 Issuing Office

The City and County of Denver's Department of Aviation (City or DEN), by the Contract Procurement Department (DEN Contract Procurement). This RFQ is governed by the City's ordinances and Procurement Rules in effect at the time of its issuance. DEN Contract Procurement is the sole point of contact concerning this RFQ. All communication must be done through the Contract Procurement Department.

III-2 Introduction and Acceptance of RFQ Terms

The Submitter, by providing its submittal, acknowledges that it understands and will agree to the corresponding Exhibits and the Scope of Work, and that the Submitter shall be able to perform the scope of work as required. Acknowledgement of this condition shall be indicated by the signature of the Submitter on the Submittal Acknowledgement Letter, which is attached hereto and incorporated herein as Attachment 1, or an officer of the Submitter legally authorized to execute contractual obligations. A submission in response to this RFQ acknowledges acceptance by the Submitter of all terms and conditions as set forth herein. The Submitter shall identify clearly and thoroughly any variations between its submittal and this RFQ. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in this RFQ.

Submitters shall undertake a detailed review of the Attachment 5, Sample Agreement and provide with their submittal a list of all legal issues or proposed modifications which the Submitter would like DEN to review and address, should they be selected as the apparent best Submitter. The Submitter may submit questions regarding the contract using the same method designated for other questions related to this RFQ. Submitters are strongly advised to seek legal counsel for advice regarding the Sample Agreement. DEN will not respond to legal questions such as about the interpretation of a provision of the Sample Agreement or provide legal advice regarding the Agreement to Submitters. DEN shall assume that the Sample Agreement has been thoroughly reviewed and discussed with legal counsel prior to submission of the Submittal. If the Submitter does not identify any issues or proposed modifications to the Sample Agreement, the City may refuse to consider any proposed revisions received later from the Submitter, if they are selected as apparent best Submitter. The City may consider the Submitter's comments in considering whether to select Submitter as the apparent best Submitter.

Attachment 5 is a sample agreement and, as such is subject to revision or modification by DEN at any time. DEN reserves the right to modify any term or condition of this Agreement, and to add, delete or modify terms and conditions, as DEN's interests may require, prior to execution of a final agreement. **The sample agreement contains provisions required by Federal, State, and/or City law and policy, and these provisions may not be revised or negotiated.**

III-3 Means of Communication

During the solicitation process for this RFQ, all communication between the Contract Procurement Department and Submitters will be via postings on DEN's Rocky Mountain E-Purchasing System's (BidNet's) website:

<https://www.bidnetdirect.com/colorado/cityandcountyofdenverdepartmentofaviation>

The Contract Procurement Department will post notices, which include, but are not limited to, any modifications to administrative or performance requirements, answers to inquiries received, clarifications to requirements, addenda, and the announcement of the apparent successful Submitter. It is the responsibility of each potential Submitter to monitor the BidNet website regularly in order to be aware of changes, communications and/or addenda to bids.

DEN will not be held responsible for misinformation received from private plan holders. Please use the DEN BidNet website to obtain solicitation information for the airport.

III-4 Interpretation of Submittal Documents

The Submitter may request, in writing, a clarification or interpretation of any aspect of the RFQ documents. Such requests must be made via the Rocky Mountain E-Purchasing System (BidNet) website by the due date and time specified in the Schedule of Activities listed on Page 2. DEN shall post all questions and answers on the BidNet Website following the deadline for submittal of questions as an addendum to the RFQ. DEN will not accept or respond to oral inquiries except for those made at the Pre-Submittal Conference. The only 'official' responses are those that are posted to the BidNet Website for this RFQ.

Note: BidNet limits the number of characters DEN may use to respond to each question. For this reason, do not submit multiple questions within a single question box, as DEN is unable to respond to multiple questions in the space provided. Because of this limitation, DEN reserves the right to reject groups of questions submitted in a single question box or to select and respond to only one question posed.

III-5 Addenda

DEN reserves the right to revise the RFQ documents at any time up to the time set for submission of the Qualifications. Any such revision(s) shall be described in an addendum to the RFQ and shall be posted on the DEN BidNet Website at the following link:

<https://www.bidnetdirect.com/colorado/cityandcountyofdenverdepartmentofaviation>

If DEN determines that the addendum may require significant changes to the Scope of Work, the deadline for submitting the Qualifications may be postponed by the number of days that DEN determines will allow Submitters sufficient time to revise their Qualifications. Any new submittal deadline date for delivering Qualifications to DEN shall be included in the addendum.

Submitters must acknowledge in the submittal submission that they received all addenda to the submittal documents (see Attachment 1, Part 1). Failure to acknowledge receipt of addenda may disqualify the submittal.

III-6 DEN Website

It shall be conclusively presumed that the Submitter did, before providing a submittal and prior to the final submittal deadline, read all addenda, posted decisions and other information items relevant to the RFQ which appeared on the DEN BidNet Website. Submitter may also contact the DEN Contract Administrator, Kat Herrera by email at contract.procurement@flydenver.com to confirm all posted information.

Please visit the DEN BidNet Website at the following link which contains such services and information as:

<https://www.bidnetdirect.com/colorado/cityandcountyofdenverdepartmentofaviation>

- A. Advertisements for RFx and IFB opportunities
- B. Status of RFx and IFB opportunities
- C. Addendums including vendor questions and responses
- D. Plan holder's/Document Taker's list
- E. Award information

III-7 Withdrawal of Submittal

A Submitter may withdraw its submittal by providing to DEN a written request signed by the Submitter's authorized representative. The withdrawal of a submittal does not prejudice the right of the Submitter to provide future Qualifications.

III-8 Rights of DEN

DEN reserves the rights to cancel or modify this RFQ at any time and to reject any or all submittals for any reason or for no reason. This RFQ is an open and equitable invitation for submittals, and each submittal constitutes an offer to contract that DEN may consider in its sole and absolute discretion. Any errors or omissions in a submittal may result in the rejection and disqualification of the entire submittal. Errors, omissions, and other acts that may result in submittal rejection and disqualification include, but are not limited to, failure to strictly comply with the RFQ requirements or any applicable ordinances, rules, or policies; the submission of any inaccurate or false information; any improper communications or collusion involving Submitters; default or termination for cause of any public or private contracts within the past five (5) years; delinquent arrearages owed to DEN; and failure to submit proof of licensing or franchise authority and any related exclusivity requirements.

Notwithstanding the broad rights reserved to DEN to reject and disqualify any or all submittals, DEN may waive any immaterial deficiencies in submittals and may allow Submitters to cure any such deficiencies if an opportunity to cure is determined by DEN to be in DEN's best interests. If given an opportunity to cure, Submitters will be notified of the allotted time to correct the identified deficiency; failure to correct the deficiency in the time allotted may result in submittals being deemed non-responsive and disqualified. DEN's waiver of an immaterial deficiency will in no way modify the RFQ or excuse Submitters from full compliance with all RFQ specifications. DEN may exercise the foregoing rights at any time without notice and without any liability whatsoever to any Submitter or other party. By responding to this RFQ, each Submitter is deemed to accept and agree to all of these terms and conditions and to waive any rights to challenge DEN's determinations regarding submittal deficiencies in accordance with this section.

During the evaluation process, DEN reserves the right to request additional information from any Submitter, to seek clarification of information provided, to conduct its own due diligence with respect to any Submitter or submittal, including self-guided tours of Submitter's other operations, reference checks, credit checks, health department checks, or any other investigations deemed necessary.

III-9 Confidentiality of Records

Documents submitted pursuant to this RFQ will be subject to the Colorado Open Records Act, C.R.S. §§ 24-72-201, *et seq.* Information clearly marked as confidential and proprietary will be kept confidential by City, unless otherwise provided by law. City will attempt to notify the Submitter if a request is made for pages of documents clearly marked as confidential and proprietary so that the Submitter may take any action it deems necessary to defend the request. The Submitter, not the City, shall be the entity responsible for defending against Colorado Open Records Act disclosures for any records claimed by the Submitter to be confidential and proprietary.

III-10 Submitter Agreements

Submitters may submit proposed agreements of any form (contracts or documents) that contain supplemental terms and conditions that the Submitter desires to be considered by the City for inclusion in the contract. Such forms may include Submitter's software licensing agreements, maintenance contracts, and technical support agreements. By accepting delivery of these items, DEN is not bound to accept them as part of an ensuing contract. DEN may negotiate such supplemental terms and conditions that do not materially conflict with the contract terms and conditions detailed in this RFQ and do not

materially change the nature of this solicitation or adversely affect competition. If the parties cannot agree on the terms of the contract, including any terms desired by Submitter, DEN may terminate negotiations with the Submitter and enter into a contract with another responsive Submitter. ***Certain of DEN's contract provisions are required by Federal, State and/or City law and policy and are not subject to modification.***

III-11 Small Business Enterprise (SBE) Defined Pool Program SBE Responsiveness Requirements

DSBO has designated this procurement as SBE defined pool. Accordingly, award will be strictly limited to certified SBE firms. § 28-207 D.R.M.C. Conditions of responsiveness are listed below; failure to submit a responsive submission constitutes cause for rejection thereof.

A. Certification

Before the submittal due date, the Submitter (Submitter) must be SBE certified by the City in the NAICS work code(s) that coincide with the scope of work they will be performing for SBE self-performance credit. DSBO maintains an SBE Directory (Directory), which is a current listing of SBEs that have been certified by the City. The Directory may be accessed via the DSBO web site at <https://www.denvergov.org/dsbo>. If forming a Joint Venture one or more of the firms submitting must be SBE certified with the City and County of Denver.

B. Joint Ventures

A qualified Joint Venture includes one or more City and County of Denver (CCD) certified SBE firm(s) to carry out a single, for-profit business enterprise, for which the parties combine their property, capital efforts, skills and knowledge. DSBO will count the distinct, clearly defined portion of the work that a Joint Venture's SBE firm(s) performs with their own forces in the NAICS code(s) in which they are CCD SBE certified toward the 30% SBE self-performance requirement. For each SBE firm within the Joint Venture, the 30% SBE self-performance requirement will be based on the percentage of the joint venture ownership by said SBE firm(s).

A written joint venture agreement must be completed and executed by all parties to the joint venture. The agreement clearly delineates the rights and responsibilities of each member or partner, complies with any DSBO requirements as set forth in submittal documents or otherwise, and provides that the joint venture shall continue for, at a minimum, the duration of the project. Joint Ventures must submit agreements to **DSBO for approval at least ten (10) business days prior to the submittal deadline**. A submittal by a joint venture that does not meet the requirements for a joint venture agreement as applicable, in accordance with the requirements of D.R.M.C. shall be deemed nonresponsive and rejected.

Questions pertaining to the Joint Venture shall be routed via the Agency Contact Administrator, who will coordinate with DSBO to reply to Submitter's questions.

C. Commitment to SBE Participation

Submitter shall include with their proposal a completed DSBO form, entitled "Commitment to SBE Participation," stating their committed SBE participation percent **to address the additional SBE participation requirement** on this project. The committed participation level will be inserted into any resulting contract and the Contractor/Consultant must comply with that committed participation amount during the term of the contract.

D. Good Faith Effort

If Submitter cannot meet the additional mandatory SBE requirement established by DSBO or is able to only meet part of the requirement, they shall furnish to DSBO, with their proposal, a comprehensive statement of their good faith efforts to meet the requirement, along with supporting documentation demonstrative thereof. This means that Submitter must show that they took all necessary and reasonable steps to achieve the SBE requirement which, by their scope, intensity, and appropriateness to the objective, could reasonably be expected to obtain sufficient SBE participation, even if they were not fully successful.

The statement of good faith efforts should address each of the categories outlined in the DSBO Ordinance, §§ 28-60, 28-64, D.R.M.C., and any additional criteria established by rule or regulation. As part of their good faith efforts, Submitters are encouraged to solicit the support and assistance of DSBO by contacting the procuring agency's Contract Administrator (CA)/Buyer with specific questions; the CA/Buyer will coordinate with DSBO to reply thereto. All good faith efforts information must be complete, accurate, adequately documented, and submitted with the proposal. Good faith efforts must be demonstrated to be substantive and not merely for formalistic compliance with the DSBO Ordinance.

To award a contract to a Submitter that has failed to meet the additional mandatory SBE requirement, DSBO will determine whether Submitter made good faith efforts to actively, effectively, and aggressively seek SBEs to meet the additional mandatory SBE requirement prior to submittal, which determination shall include consideration of Submitter's SBE Utilization Plan strategies to meet their SBE participation commitment. Failure of Submitter to show good faith efforts shall render their Submitter ineligible for further consideration with the City.

E. SBE Utilization Plan

Submitter shall include with their proposal a completed DSBO form, entitled "SBE Utilization Plan," stating their strategy for meeting the additional SBE requirement, including certified small business utilization and expectations for their lower tiered SBE-certified firms. To meet the SBE Utilization Plan minimum responsiveness requirements, Submitter must meaningfully address each of the form's sections; any section that is blank or has "N/A" as a response may deem the Submitter non-responsive. Contract execution will be conditioned upon a DSBO-approved SBE Utilization Plan, unless DSBO has determined that Submitter made a 0%-participation good faith effort.

Exception: if Submitter is submitting documentation of a good faith effort that states that they can only meet 0% of the SBE requirement, they are exempt from this responsiveness requirement and need not submit a completed SBE Utilization Plan form.

F. Authority

The DSBO Ordinance and rules and regulations promulgated pursuant thereto apply to this project and are incorporated into these solicitation documents by reference. Compliance with those, and any additional requirement contained herein, are conditions of responsiveness. The DSBO Ordinance, its accompanying rules and regulations, and additional SBE guidance are available here: <https://www.denvergov.org/dsbo>. Submitter is encouraged to contact the procuring agency/Buyer with specific questions related to compliance therewith, who will coordinate with DSBO to reply to Submitter's questions.

Pre-Contact Execution

The awarded firm(s) will be required to complete and sign the Signature Statement of the DSBO Program Requirements Handbook (DSBO Handbook) that will be included as an exhibit to the executed contract. The signed Signature Statement evidences the awarded firm(s)' review and agreement to comply with requirements outlined in the DSBO [Handbook](#).

- Attachment 2 - Commitment to SBE Participation
- Attachment 2 - SBE Utilization Plan Form

III-12 Certification of Independent Price and Work Determination

By providing this submittal, each Submitter, and in the case of a joint submittal, each party thereto, certified, that, in connection with this procurement:

- A. Prices and specific work processes in this submittal have been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other Submitter or with any competitor, or with any party contracted by DEN to design and/or manage all or part of the program or work of which this RFQ is a part;
- B. Unless otherwise required by law, the prices quoted and specific work processes described in this submittal have not been knowingly disclosed by the Submitter and will not knowingly be disclosed by the Submitter prior to opening, directly or indirectly to any other Submitter or to any competitor or to any party contracted by DEN to design and/or manage all or part of the program or work of which this RFQ is a part; and
- C. No attempt has been made or will be made by the Submitter to induce any other person or firm to provide or not to provide a submittal for the purpose of restricting competition.

Further, each person signing Attachment 1, Part 1 Submittal Acknowledgement Letter, for this submittal certified that:

- D. They are the person in the Submitter's organization responsible for the decision as to the prices being offered herein and that they have not participated, and will not participate, in any action contrary to subsection (a) through (c) above; or
- E. They are not the person in the Submitter's organization responsible for the decision as to the prices being offered herein but that they have been authorized in writing to act as agent for the persons responsible for such decision in certifying that such persons have not participated, and will not participate, in any action contrary to subsections (a) through (c), above, and as their agent does hereby so certify; and they have not participated, and will not participate, in any action contrary to subsections (a) through (c), above.

A submittal will not be considered for award where subsections (a), (c), (d) or (e), above, have been deleted or modified. Where (b) above has been deleted or modified, the submittal will not be considered for award unless the Submitter furnishes with the submittal a signed statement which sets forth in detail the circumstances of the disclosure and the Chief Executive Officer (CEO), or their designee, determines that such disclosure was not made for the purpose of restricting competition.

III-13 Designation of Subcontractors

The Submitter shall describe the qualifications of each subcontractor which it intends to use and the percentage and scope of the work which will be assigned to each of them. Resumes for the subcontractor's key personnel must be included.

Submitters who provide a submittal in response to this RFQ are precluded from participation as a subcontractor with any other Submitters who provide a submittal for this RFQ. However, subcontractors may be named on more than one (1) submittal. Subcontractors who are named in more than one submittal are prohibited from sharing information about one Submitter with another Submitter or utilizing such information to assist in the preparation of another submittal.

III-14 Payment

Appropriate clarifications and additions to the Scope of Work may be made during negotiations with the successful Submitter. It is the intent of DEN to enter into a Contract in which the Submitter will be paid pursuant to the terms of the Contract.

III-15 Disclosure of Legal and Administrative Proceedings and Financial Condition

A. The Submitter shall provide (at time of submittal) a statement which shall disclose all legal or administrative proceedings that involve a civil claim in excess of Fifty Thousand Dollars (\$50,000) in which the Submitter, its principals or key personnel were a party in the last five (5) years. The Submitter shall include in the statement:

1. The caption of the action naming all parties;
2. The case number, jurisdiction and the date the action was filed;
3. A brief description of the action, the amount of the claim and whether the action involved performance under any public or private construction contract; and
4. The outcome or disposition of the action.

B. The Submitter shall provide (at time of submittal) a statement which shall disclose whether Submitter has filed for protection under the laws of the U. S. Bankruptcy Code within the last ten (10) years.

C. The Submitter shall provide (at time of submittal) a statement as to whether the Submitter, its principals, or key employees presently, or in the past, are or have been involved in any debarment or suspension proceedings. Please include a description of any proceedings which prohibited or limited the Submitter from bidding or entering into any contract with any federal, state, or local government entity. Include a brief description of the reason(s) for such action having been taken, the effective dates thereof and the governmental agency.

If the Submitter is a partnership or joint venture, please include a statement disclosing the information listed in subparagraph A and B, above, for each partner or joint venturer. If the Submitter is fifty percent (50%) or greater owned by another entity or individual, please include a statement disclosing the above information for such entity or individual.

D. The Submitter shall provide (at time of submittal) a statement as to whether the Submitter, its principals or key employees have been convicted of any crime related embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, fraud, unfair trade practices, violation of state or federal antitrust statutes, or other law indicating a lack of business integrity or business honesty or have been convicted of any other felony

in any jurisdiction within the last five (5) years. Include the current status of any such principal or key employees.

- E. The Submitter shall disclose (at time of submittal) its Dun & Bradstreet identification number. If the Submitter is a partnership or joint venture, it must provide the Dun & Bradstreet identification number for each partner of a joint venture.
- F. If the Submitter is a publicly held company, it shall provide (at the time of submittal) a list of any holders of ten percent (10%) or more of its stock.
- G. During contract negotiations or at any time during the term of the executed contract, the Submitter may be asked to provide the following:
 - 1. An audited statement of overhead rates, payroll taxes and operating (profit) margin used to calculate hourly billing rates for DEN and approval. If the Submitter does not have audited overhead rates, a Core Staff Labor Rates sheet, may be requested for each entity without audited overhead rates. This statement shall cover the Submitter's most recently completed fiscal year and shall be signed by a certified public accountant as a Certified Audited Statement in which the accountant expresses his or her opinion as to the fairness with which the statement represents the Submitter's financial position, results of operations and changes in financial position.
 - 2. If the Submitter is a partnership or joint venture, a Certified Audited Statement is required for each partner or joint venture. If the Submitter does not have audited overhead rates, a Core Staff Labor Rates Sheet, may be requested for each entity without audit overhead rates. If any individual owns thirty-two percent (32%) or more of the Submitter, a Certified Audited Statement is required for each such individual or if a Certified Audited Statement is not available, then the individual must supply copies of his or her federal tax returns for the prior two (2) years.
 - 3. If a Submitter is a small business as defined by the United States Small Business Administration, the Submitter may elect to provide copies of its Federal tax return for the prior two (2) years and prepare a Core Staff Labor Rates Sheet, in lieu of a Certified Audited Statement.
 - 4. A signed statement certifying that no material or significant changes have occurred since the date of completion of the Certified Audited Statement, or the filing of the Federal tax return and the date of the submittal.

III-16 Insurance Requirements

Submitter shall adhere to all insurance requirements stated in Attachment 3, which are attached hereto and incorporated herein by reference. ACORD FORM (or equivalent) must be emailed in pdf format to: DEN.COI@flydenver.com.

III-17 Governmental Immunity

Submitters and subcontractors understand and agree that the City, its officers, officials and employees are relying on, and do not waive or intend to waive by any provisions, the monetary limitations or any other rights, immunities and protections provided by the Colorado Governmental Immunity Act, §§ 24-10-101 - 120, C.R.S., or otherwise available to the City, its officers, officials and employees.

III-18 Security

After receiving an executed contract, the Submitter shall be deemed a Contractor of DEN. The Contractor (or subcontractor) requiring access to the Controlled Area, Sterile Area or Secured Area shall become a "Participant" in the Airport Security Program (ASP) and remain in good standing in order to retain Airport Security privileges.

Participant guidelines are outlined in DEN Rules and Regulations Part 20. A Contractor must be sponsored by an Air Carrier, Tenant or by the City. Once a Contractor company has been sponsored, they must designate an Authorized Signatory.

The sponsorship establishes that a Contractor (or subcontractor) has legitimate business at the Airport. All construction Contractors must submit a Participant Sponsorship form signed by their sponsor. A company sponsoring a Participant shall immediately notify Airport Security when any sponsorship is terminated.

A subcontractor company working under its own entity must be sponsored by a Contractor company. The subcontracting company must designate its own Authorized Signatory(ies).

Each Participant shall designate an Authorized Signatory to ensure the Participant's compliance with the ASP and act as the point of contact between the Participant and Airport Security. The Authorized Signatory shall be designated in writing to Airport Security by the Participant.

The Authorized Signatory is responsible for signing and verifying all information on the Denver International Airport Fingerprinting and Badging applications. All submitted applications must be an original. It is the Authorized Signatory's responsibility to ensure that Airport Security maintains valid contact information. The Authorized Signatory must maintain a current and valid Airport Identification Badge (ID Badge).

The security status of the Airport is subject to change without notice. Should the security status of the Airport change at any time during the term of the Contract, a written notice shall be issued to the Contractor, detailing all applicable security modifications. The Contractor must take immediate steps to comply with those security modifications.

The Contractor shall return to DEN, upon Contract completion or termination, or upon demand by DEN, all access keys and Airport ID Badges issued to it by DEN to Controlled Areas, Sterile Areas, or Secured Areas of the Airport. If the Contractor fails to return any such Airport ID Badge(s) or Airport Security Key(s) at Contract completion or termination or upon demand by the DEN, the Contractor shall be liable to the DEN for all DEN's costs, including the DEN's labor costs for re-coring doors and any other work which is required to prevent compromise of any Airport Security system. In order to collect such costs hereunder, the DEN may withhold funds in such amount from any amounts due and payable to the Contractor under the Contract.

Airport Security must be immediately notified if an Airport ID badge or security key is lost or stolen and must be notified immediately upon the termination of an individual's employment. Pursuant to Title 49 Code of Federal Regulations (C.F.R.) Part 1520.04-10(d) a fee shall be assessed against any employer who fails to return an Airport ID badge or security keys upon the termination of an individual's employment, transfer, or completion of a project or contract. An additional fee may be requested to cover the administrative cost of processing a lost badge or security key.

III-19 Airport Identification (ID) Badge Requirements

All individuals employed at the Airport with Secured Area access, or working in the Terminal, Concourses or Parking and Ground Transportation facilities, must obtain an Airport ID Badge. Airport ID Badges will be issued by Airport Security. All Airport ID Badges shall be and remain the property of the Airport. The Airport ID Badge must be surrendered on demand to Airport Operations and/or a Contract Security Guard. An individual employed by more than one (1) company, or changing employers, must obtain an Airport ID Badge for each company. Badge color indicates general areas and levels of authorization in relationship with direct support of an individual's job function. Badge color does not determine access. The respective classes of Airport ID Badges, indicated by badge color and associated driving endorsement icon, describe driving privileges in direct correlation with job function.

The individual must complete an application, on a form prepared and currently approved by Airport Security. Two (2) valid forms of identification must be presented with the application, one of which must be a government-issued photo identification. The second form of identification must verify proof of citizenship (i.e., birth certificate or legal residency with work authorization). All information regarding the individual's name, age, gender, and other vital statistics on both forms of identification must be consistent and verifiable.

A Denver International Airport Fingerprinting and Badge Application, Security Threat Assessment (STA) and Criminal History Record Check (CHRC) must be completed for everyone requesting an Airport ID Badge. Denver International Airport Fingerprinting and Badge Applications are available from the Airport Security Office. Allow adequate time for processing of the Security Threat Assessments (STA) and Criminal History Record Check (CHRC).

The individual must view a training film on DEN Rules and Regulations as they pertain to overall security and pass a corresponding test to assure understanding of the DEN Rules and Regulations.

If the individual requests driver authorization, a valid driver's license must be presented, and the individual must view a training film on Denver Municipal Airport System Rules and Regulations as they pertain to overall Movement of Vehicles in the Secured Area and pass a corresponding test to assure understanding of the Rules and Regulations.

A construction orientation specific to the project must be conducted. A designated time for this session must be coordinated with Planning and Development and Airport Operations.

A lost or stolen Airport ID Badge must be immediately reported to Airport Security. For a replacement Airport ID Badge, a new Denver International Airport Fingerprinting and Badge Application must be completed and signed by the Company(s) Authorized Signatory. A non-refundable fee must be paid for a replacement Airport ID Badge.

If for any reason the Airport ID Badge becomes inoperable or damaged, the Airport ID Badge holder shall return that badge to Airport Security, and a replacement badge will be issued. A replacement fee may be assessed should the damage be attributable to the negligence of the employee who was issued the badge.

When an employee is terminated, the Contractor company shall immediately notify Airport Security. This notification must be followed by the return of the Airport ID Badge and written confirmation of this information. The Contractor company must recover Airport ID Badges from individuals whose employment at the Airport has been terminated. The Contractor company shall notify Airport Security in

writing when a subcontractor is no longer under the Contractor company's sponsorship. All Airport ID Badges must be returned to Airport Security.

An employee possessing a valid Airport ID Badge may escort other individuals into the Secured Area(s) under the conditions listed in the Rules and Regulations Part 20. If the project is extended, DEN's Project Manager must submit a new Sponsorship Form with a new expiration date. This can be accomplished thirty (30) calendar days prior to expiration of the Airport ID Badge. An application revision must be completed for each employee still required on the project if the badges have expired.

III-20 Background Checks

Every individual requesting an Airport ID Badge must complete a Criminal History Record Check (CHRC) and a Security Threat Assessment (STA) for unescorted access to the Sterile and Secured Area(s).

If an applicant has been convicted of a crime or found guilty by reason of insanity or has been arrested for any of the disqualifying crimes or is awaiting judicial proceedings, they may be ineligible to obtain an Airport ID Badge. A list of the disqualifying crimes may be found in 49 C.F.R. 1542.209.

III-21 Vehicles in the Secured Area

All Contractor employees who are required to drive in the Sterile and Secured Area(s) unescorted to perform their jobs are required to complete a training film on DEN Rules and Regulations as they pertain to overall movement of vehicles in the Sterile and Secured Area(s) and pass a corresponding test to assure understanding of the DEN Rules and Regulations.

All unescorted vehicles must display a current Airport Contractor Vehicle Permit (Permit). Permits are available from Airport Security. An application form must be completed, signed by an Authorized Signatory, and all applicable permit fees must be paid for each Permit requested, and it must be signed by the Authorized Signatory. A Permit is required for each state licensed vehicle, and the vehicle Permit is not transferable.

The Contractor shall purchase and maintain in force a minimum of Ten Million Dollars (\$10,000,000.00) in combined, single-limit automobile insurance for bodily injury and property damage liability per accident or occurrence.

III-22 Violations

Any Contractor employer not regulated under 49 C.F.R. Part 1544, Aircraft Operator, will be responsible for payment or reimbursement to DEN of any Civil Penalties imposed by the Transportation Security Administration (TSA) for individual security violations by their employees and/or subcontractor employees for violations under 49 C.F.R. Part 1542.

A Contractor employee may be personally subject to Civil Penalties imposed by the TSA for individual security violations committed by Contractor employees and/or subcontractor employees under 49 C.F.R. Part 1542.

Everyone who is issued an Airport ID Badge shall comply with all Security Advisories, Rules and Regulations Governing the Denver Municipal Airport System Rules and Regulations, the CEO Directives and the Denver International Airport Standard Policies and Procedures regarding Airport Safety, Security and Operations. The failure of any individual to comply with such Security Advisories, rules, and directives, etc. will result in the issuance of a Violation Notice and may result in the assessment of a Federal Civil Penalty and/or the denial, suspension, or revocation of their Airport ID Badges.

The security status of DEN is subject to change without prior notice. Should the security status of DEN change at any time during the term of the Contract, a written notice shall be issued to the Contractor, detailing all applicable security modifications. The Contractor must take immediate steps to comply with those security modifications.

III-23 Diversity and Inclusivity in City Solicitations

Each Submitter shall, as a condition of responsiveness to this solicitation, complete and return the “Diversity and Inclusiveness in City Solicitations Information Request Form” with their submittal. Using the “Diversity and Inclusiveness in City Solicitations Information Request Form,” please state whether your firm has a diversity and inclusiveness program for employment and retention, procurement and supply chain activities, or customer service, and provide the additional information requested on the form. The information provided on the “Diversity and Inclusiveness in City Solicitations Information Request Form” will provide an opportunity for DEN contractors to describe their own diversity and inclusiveness practices. Submitters are not expected to conduct intrusive examinations of its employees, managers, subcontractors, or business partners in order to describe diversity and inclusiveness measures. Rather, DEN simply seeks a description of the Submitter’s current practices, if any.

Diversity and Inclusiveness information provided by Submitters in response to DEN solicitations for services or goods will be collated, analyzed, and made available in reports consistent with the Mayor’s Executive Order No. 101. However, no personally identifiable information provided by or obtained from Submitters will be in such reports.

For DEN to consider a submittal, Submitters must complete the electronic version of the Diversity and Inclusiveness in City Solicitations Form – then **save an electronic copy of the completed form and include the electronic copy as part of its submittal. A submittal or response to a solicitation by a Submitter that does not include this completed form shall be deemed non-responsive.** The form is found at:

<https://us.openforms.com/Form/57f3a8ea-39b7-4115-be17-1770f38d3cf6>

The Diversity and Inclusiveness Form is separate from the requirements established by the Division of Small Business Opportunity (DSBO) and must always be completed – regardless of whether there are any DSBO goals assigned to this project.

III-24 Wage Ordinances

The services being requested in this RFQ may involve services that are covered pursuant to Article IV of Chapter 20 of D.R.M.C., which is designed to address the issue of wage equity and cost of living affordability in the City. Submitter agrees that any contract with DEN shall include a requirement that Submitter will comply with the provisions of D.R.M.C. relating to minimum and prevailing wages, including, but not limited to, paying all covered workers no less than the City Minimum Wage for all covered services rendered in connection with the resulting contract. Additionally, Submitter agrees that the contract shall require compliance with all current and future federal and state laws and City ordinances.

III-25 Conflicts of Interest

An organizational conflict of interest occurs when, because of the relationship between two organizations or one organization (including its subsidiaries or related organizations) performing or proposing for multiple scopes of work, there is or could be in the future a lack of impartiality, impaired objectivity, an

unfair advantage over one or more firms competing for the work, or a financial or other interest in other scopes of work.

If the Submitter currently has existing contracts with the City for work at DEN, including any contracts held by Submitter's parent, affiliates, or subsidiary corporations, this could pose a conflict of interest and could place your Submittal in jeopardy of being rejected for conflict of interest. If the Submitter believes a conflict of interest may exist but can be mitigated, please describe the steps it proposes that it will take to mitigate the conflict.

If the City identifies a conflict of interest that is not identified by the Submitter in its response, the City may find the Submitter to be non-responsive. If the City identifies a conflict during the course of the contract and the Submitter failed to disclose such conflict, the City may terminate the contract for cause or convenience at the discretion of the City.

III-26 Title VI Solicitation Notice

The City, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all submitters or offerors that it will affirmatively ensure that any contract entered into pursuant to this advertisement, 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.

III-27 Compliance with Americans with Disabilities Act (ADA)

Vision 100 is DEN's strategic plan that serves as a blueprint to align decision-making and enable accountability so DEN can thoughtfully prepare to serve 100 million passengers. To achieve the goals set forth in Vision 100 Submitters shall prioritize equity for people with disabilities by ensuring accessibility including requirements set forth by the Americans with Disabilities Act (42 U.S.C. § 12101, et seq) (ADA) (and any subsequent amendments to the statute) as well as any related federal, state, and local disability requirements, supporting DEN's efforts to ensure accessibility in airport facilities and programs.

Submitter shall provide the services specified in this RFQ in a manner that complies with the ADA and related requirements. Submitter shall not discriminate against disabled persons in the provision of services, benefits or activities resulting from this RFQ and further agrees that any violation of this prohibition on the part of Submitter, its employees, agents or assigns may result in a disqualification of the entire submittal. Submitter shall, at minimum, review the ADA's implementing regulations (28 CFR parts 35 and 36) and other federal, state, and local accessibility requirements. In preparing any submittals submitted pursuant to this RFQ.

If requested by City, Submitter shall engage a qualified disability contractor, as part of the overall contract budget, to review Submitter's work for compliance with the ADA (and any subsequent amendments to the statute) and all related federal, state, and local disability requirements.

END OF INSTRUCTIONS TO SUBMITTERS

IV. PREPARATION OF SUBMITTAL**IV-1 Preparation of Submittal - Submittal Forms**

The submittal shall be submitted in accordance with and meet all requirements set forth in the Submittal Forms, which are attached hereto. The Submitter shall fill in all blank spaces in the applicable Submittal Forms and initial all interlineations, alterations, or erasures in its submittal. The Submitter shall not delete, modify, or supplement the printed matter on the forms which are included in "Attachment 1, Submittal Forms" or make substitutions thereon. The Submitter's completed Submittal Forms and Submittal Narrative shall constitute its submittal. It shall be conclusively presumed that the Submitter did, before providing a submittal, read all addenda, posted decisions and other information items relevant to the RFQ that appeared on the DEN Website.

An authorized representative of the Submitter shall execute Attachment 1, Part 1 of its Submittal Forms – the "Submittal Acknowledgment Letter."

- If the Submitter is a corporation, it shall upon execution of the Contract provide a certificate from the Secretary of State, showing that it is qualified to do business in the State of Colorado. Please call the Secretary of State for Colorado at (303) 894-2200 for information on obtaining such certification.
- If the Submitter is a partnership, the Submitter must include with its submittal evidence satisfactory to DEN that the partner signing the submittal has the authority to do so.
- If the Submitter is a joint venture, the Submitter shall provide with its submittal a notarized copy of the joint venture agreement. That agreement must describe the scope and amount of work each participant will perform and contain a provision that each participant will be jointly and severally liable to DEN for completing all the work and to third parties for all duties, obligations and liabilities which arise out of the joint venture's performance of the work.

IV-2 Preparation of Submittal - Submittal Narrative**A. GENERAL**

The Submitter shall prepare its submittal in the format described below and must ensure that each page of its submittal is identified with the:

- Contract Name
- RFQ #
- Submitter's name
- Page number

B. FORMAT

Qualifications shall meet the following formatting requirements:

- Qualifications shall be printable on 8 ½" x 11" paper
- Qualifications shall use the font type and size of Times New Roman 12 point.
- **Qualifications shall be in a format and in the order the Narrative Content is listed below.**
- Qualifications shall include a table of contents.
- Qualifications shall include tabbed or bookmarked sections as appropriate.
- **The submittal narrative shall not exceed 25 pages.** This page limit does not include the cover letter, DEN EDI Plan, table of contents, resumes, additional pages (which must be separate) with

comments or proposed changes to the Sample Agreement, additional pages to describe disclosure of legal and administrative proceedings and financial condition, tabs, or DEN-required forms.

- Resumes shall be limited to one (1) page per individual. Please attach resumes to the end of your submittal after the Narrative Contents section.
- Qualifications which contain unnecessarily elaborate artwork are discouraged.
- Submittal shall be submitted as an electronic document in an un-secured/un-password protected Adobe Acrobat (.pdf) format.

IV-3 **Submittal Narrative Contents**

This section describes the required contents for your submittal. The submittal is to be organized as follows:

Narrative Contents	
1.	Cost Effectiveness and Pricing
2.	DEN Equity, Diversity, and Inclusion Plan (DEN EDI Plan)
3.	Understanding the Project, Proposed Work Plan and Approach
4.	Key Personnel, Ability to Respond and Long-Term Commitment
5.	Relevant Project History

Cover Letter

The Submitter shall prepare a cover letter, not exceeding two (2) pages in length, which summarizes the key points in the submittal. It shall include the full name of the company or joint venture members and all proposed subcontractors. If the Submitter is made up of more than one (1) company, the legal relationship between those companies must be described. The cover letter must include a statement committing the availability of the key personnel identified in Section 4, below, to perform the work for the duration of the Contract term. The letter must be signed by a person who is authorized to sign a contract with DEN. This signatory shall be the same person identified in Attachment 1, Part 1 Submittal Acknowledgement Letter, as the authorized representative.

If the Submitter believes any information, data, process, or other material in its submittal should be considered by DEN to be confidential or proprietary, the Submitter shall identify that material with specificity as to the page and paragraph and on what basis it believes the material is proprietary or confidential. Qualifications with all materials marked "Confidential" will be treated as if none of the materials are confidential.

1. **Cost Effectiveness and Pricing**

Cost-Effectiveness:

- Describe your team's philosophy on ensuring internal PMT cost-effectiveness and efficiency for each task, and how the PMT will assist DEN to ensure cost effectiveness and efficiency through the Design and Construction phases.

Quality Control and Error Minimization:

- Explain your approach to quality control on PMT deliverables, and the strategies you use to minimize errors.

Right Sizing the Team:

- Outline your process for right sizing the PMT team for each task to meet DEN's Program objectives.

Managing Subcontractors:

- Describe methods your team uses to manage subcontractors to maintain cost effectiveness and quality.

Utilizing Existing Work:

- Explain how you will leverage previously completed work, analyses, and reports in task and program delivery.

Competitive Edge:

- Discuss the competitive edge your team brings from a cost-savings perspective.

Pricing:

- Please provide the Exhibit B - Core Staff Labor Rates in a separate electronic file
- Provided Core Staff Labor Rates will not be used to evaluate cost effectiveness.

The Exhibit B Labor Rates is specific to the individual employee assigned to the project, where such assignments are proposed. All salaried personnel or hourly employees not covered by Prevailing Wage for both the Contractor and subcontractor(s) assigned to this Contract must have their Overhead Multiplier Factor and/or individual hourly billing rates approved prior to commencing work at DEN. Any subsequent change(s) in personnel from those identified in the original Contract must also have their hourly billing rate approved prior to commencing work at DEN.

2. DEN Equity, Diversity, and Inclusion Plan (DEN EDI Plan)

DSBO has designated this procurement as SBE defined pool. Accordingly, award will be strictly limited to certified SBE firms. § 28-207 D.R.M.C. Conditions of responsiveness are listed below; failure to submit a responsive submission constitutes cause for rejection thereof.

A. Certification

Before the submittal due date, the Submitter (Submitter) must be SBE certified by the City in the NAICS work code(s) that coincide with the scope of work they will be performing for SBE self-performance credit. DSBO maintains an SBE Directory (Directory), which is a current listing of SBEs that have been certified by the City. The Directory may be accessed via the DSBO web site at <https://www.denvergov.org/dsbo>. If forming a Joint Venture one or more of the firms submitting must be SBE certified with the City and County of Denver.

B. Joint Ventures

A qualified Joint Venture includes one or more City and County of Denver (CCD) certified SBE firm(s) to carry out a single, for-profit business enterprise, for which the parties combine their property, capital efforts, skills and knowledge. DSBO will count the distinct, clearly defined portion of the work that a Joint Venture's SBE firm(s) performs with their own forces in the NAICS code(s) in which they are CCD SBE certified toward the 30% SBE self-performance requirement. For each SBE firm within the Joint Venture, the 30% SBE self-performance requirement will be based on the percentage of the joint venture ownership by said SBE firm(s).

A written joint venture agreement must be completed and executed by all parties to the joint venture. The agreement clearly delineates the rights and responsibilities of each member or partner, complies with any DSBO requirements as set forth in submittal documents or otherwise,

and provides that the joint venture shall continue for, at a minimum, the duration of the project. Joint Ventures must submit agreements to **DSBO for approval at least ten (10) business days prior to the submittal deadline**. A submittal by a joint venture that does not meet the requirements for a joint venture agreement as applicable, in accordance with the requirements of D.R.M.C. shall be deemed nonresponsive and rejected.

Questions pertaining to the Joint Venture shall be routed via the Agency Contact Administrator, who will coordinate with DSBO to reply to Submitter's questions.

C. Commitment to SBE Participation

Submitter shall include with their proposal a completed DSBO form, entitled "Commitment to SBE Participation," stating their committed SBE participation percent **to address the additional SBE participation requirement** on this project. The committed participation level will be inserted into any resulting contract and the Contractor/Consultant must comply with that committed participation amount during the term of the contract.

D. Good Faith Effort

If Submitter cannot meet the additional mandatory SBE requirement established by DSBO or is able to only meet part of the requirement, they shall furnish to DSBO, with their proposal, a comprehensive statement of their good faith efforts to meet the requirement, along with supporting documentation demonstrative thereof. This means that Submitter must show that they took all necessary and reasonable steps to achieve the SBE requirement which, by their scope, intensity, and appropriateness to the objective, could reasonably be expected to obtain sufficient SBE participation, even if they were not fully successful.

The statement of good faith efforts should address each of the categories outlined in the DSBO Ordinance, §§ 28-60, 28-64, D.R.M.C., and any additional criteria established by rule or regulation. As part of their good faith efforts, Submitters are encouraged to solicit the support and assistance of DSBO by contacting the procuring agency's Contract Administrator (CA)/Buyer with specific questions; the CA/Buyer will coordinate with DSBO to reply thereto. All good faith efforts information must be complete, accurate, adequately documented, and submitted with the proposal. Good faith efforts must be demonstrated to be substantive and not merely for formalistic compliance with the DSBO Ordinance.

To award a contract to a Submitter that has failed to meet the additional mandatory SBE requirement, DSBO will determine whether Submitter made good faith efforts to actively, effectively, and aggressively seek SBEs to meet the additional mandatory SBE requirement prior to submittal, which determination shall include consideration of Submitter's SBE Utilization Plan strategies to meet their SBE participation commitment. Failure of Submitter to show good faith efforts shall render their Submitter ineligible for further consideration with the City.

E. SBE Utilization Plan

Submitter shall include with their proposal a completed DSBO form, entitled "SBE Utilization Plan," stating their strategy for meeting the additional SBE requirement, including certified small business utilization and expectations for their lower tiered SBE-certified firms. To meet the SBE Utilization Plan minimum responsiveness requirements, Submitter must meaningfully address each of the form's sections; any section that is blank or has "N/A" as a response may deem the Submitter non-

responsive. Contract execution will be conditioned upon a DSBO-approved SBE Utilization Plan, unless DSBO has determined that Submitter made a 0%-participation good faith effort.

Exception: if Submitter is submitting documentation of a good faith effort that states that they can only meet 0% of the SBE requirement, they are exempt from this responsiveness requirement and need not submit a completed SBE Utilization Plan form.

F. Authority

The DSBO Ordinance and rules and regulations promulgated pursuant thereto apply to this project and are incorporated into these solicitation documents by reference. Compliance with those, and any additional requirement contained herein, are conditions of responsiveness. The DSBO Ordinance, its accompanying rules and regulations, and additional SBE guidance are available here: <https://www.denvergov.org/dsbo>. Submitter is encouraged to contact the procuring agency/Buyer with specific questions related to compliance therewith, who will coordinate with DSBO to reply to Submitter's questions.

Pre-Contact Execution

The awarded firm(s) will be required to complete and sign the Signature Statement of the DSBO Program Requirements Handbook (DSBO Handbook) that will be included as an exhibit to the executed contract. The signed Signature Statement evidences the awarded firm(s)' review and agreement to comply with requirements outlined in the DSBO [Handbook](#).

3. Understanding the Project, Proposed Work Plan and Project Approach

Describe the following:

- Understanding of the Scope of Work
- Complexity, challenges, and problems involved in planning and performing scope of work
- Approaches, philosophy, and experience working through challenges related to the Scope of Work.
- Any additional matters relating to the Scope of Work which the Submitter believes should be addressed.

Describe the Submitter's project management and organizational approach, including:

- Proposed effort for completing the work on schedule.
- Approach to integrate with DEN Design, Engineering and Construction as part of an overall integrated program delivery team.
- Methods used to coordinate work with other entities whose work interfaces with work performed by the Submitter.

Describe the Submitter's program management methods and progress reporting systems, including:

- Program Governance, Program Controls, Quality, Safety, Risk, Design Management, Construction Management, Documentation Controls, etc.

Note: Any deliverables from the Submitter must be in a format compatible with DEN's systems.

4. Key Personnel, Ability to Respond and Long-term Commitment:

Demonstrate the key personnel qualifications and experience which correlate with the Project goals and the outlined Scope of Work. Describe the Submitter's ability to perform the Scope of Work and to coordinate its efforts with DEN and its other contractors.

- List office addresses and total number of professional/support employees for the Submitter and each subcontractor.
- Submitter shall identify the location where work on this project would be performed.
- Submitter shall demonstrate how they will provide confirmation of long-term commitment of key personnel to the successful completion of the Project.

Provide an organizational chart which identifies the Submitter's key personnel and applicable subcontractors who would perform work under the Contract. *Note: Organizational chart does not count towards total page count.

- Describe the qualifications of each subcontractor planned to perform work.
- Describe the type of work which will be assigned to each subcontractor associated with each phase of the Program.

Submit detailed one-page resumes for the proposed key staff personnel including key personnel of subcontractors that are identified within Exhibit B. *Note: Resumes do not count towards total page count.

- Resumes must include a description of their qualifications/experience and their position and length of employment with the Submitter or subcontractor.

5. Relevant Project History

Provide details from at least three (3) relevant contracts, either completed within the past ten (10) years or currently in progress, that are similar in scope and scale to this Project (Concourse / Terminal Gate Expansion). The Submitter must align key personnel with the projects presented. If the Submitter has completed fewer than three (3) such contracts in the past ten (10) years, Submitter may supplement with other relevant Concourse / Terminal Gate Expansion, or similar projects.

If the Submitter does not have relevant past performance history, they are encouraged to clearly state this and highlight other past projects that demonstrate their ability to successfully complete the Scope of Work. Similarly, if the Submitter's proposed key personnel do not directly align with the contracts used to demonstrate past performance, Submitter shall address this and provide an explanation of how the experience of the proposed key personnel makes them well-suited for the project.

At a minimum, the following information shall be included as appropriate to the Scope of Work:

- Project name
- Project description
- Delivery method
- Contract value
- Contract Type and Scope of Work
- Services provided by key personnel or other team members
- Location
- Period of performance
- Owner name, address, current contact person, and telephone number

- List any subcontractors and percentage of work performed
- Gross fees
- Challenges/Lessons Learned
- Outcome/results/overall project performance
- Change Orders/Claims

V. EVALUATION OF QUALIFICATIONS**V-1 Evaluation of Qualifications**

DEN's Evaluation and Selection Committee (Evaluation Committee) will review and evaluate the Qualifications in accordance with the Evaluation Criteria below, following which shortlisting and interviews will be conducted in accordance with Section V-4. The City may, in its sole discretion, consider a Submitter's comments on the Sample Agreement or other proposed terms and conditions.

V-2 Evaluation Criteria

In preparing Qualifications, Submitters shall describe in detail how they propose to meet the specifications detailed in Section II, Scope of Work. Specific factors will be applied to the Qualifications information to assist DEN in selecting the most qualified Submitter(s) for this opportunity. Evaluation criteria that will be used as follows, listed in no particular order:

Evaluation Criteria		Evaluation Weights
1.	Cost Effectiveness and Pricing	20
2.	DEN Equity, Diversity, and Inclusion Plan (DEN EDI Plan)	15
3.	Understanding the Project, Proposed Work Plan and Project Approach	20
4.	Key Personnel, Ability to Respond and Long-Term Commitment	20
5.	Relevant Project History	25

Any scoresheets, notes, deliberations, and ultimate conclusions of the Evaluation Committee will be kept strictly confidential up through and after award of the opportunity and are protected by the deliberative process privilege. The Evaluation Committee's function is to assist the CEO in determining which Qualifications to recommend for further consideration. However, the CEO has the sole and absolute discretion to recommend any Qualification for further consideration deemed to be in accordance with the best interests of the DEN. Submitters may not contact members of the Evaluation Committee for any reason whatsoever once this RFQ is issued.

V-3 Past Performance

If a Submitter has performed prior work for the City at DEN, documented instances in which the Submitter failed to perform under the terms of the contract may be reviewed as part of DEN's overall evaluation. This evaluation will consider past performance information submitted as a part of such Submitter's submittal including but not limited to, information regarding predecessor companies, key personnel who have relevant experience, and subcontractors performing major or critical aspects of the service(s) if such information is relevant.

V-4 Shortlisting and Interviews (If Necessary)

The Evaluation Committee will conduct an initial assessment of all responsive Qualifications, in accordance with the Evaluation Criteria in Section V-2. All Submitters will receive written notification of the evaluation results, including whether their Qualifications were responsive and whether they were selected to participate in subsequent procurement stages, including a detailed proposal stage (Request for Proposal or RFP) and an interview, further outlined below. If selected to proceed with subsequent procurement stages, Submitters will receive detailed requirements through BidNet for a written RFP and subsequent presentation and interview requirements. Submitters are responsible for their own presentation expenses.

A. The RFQ procurement stages are detailed below:

- Stage I: Initial Qualifications in response to the RFQ, including all applicable forms.
 - Stage II: Submission of detailed RFP.
 - Stage III: Presentation and Interview.
 - Final Selection
- B. Stage I: Initial Qualifications requirements are detailed above in Section IV. Qualifications that do not include all required information and forms will not be responsive and non-responsive Submitters will not be eligible for consideration to proceed to Stage II and Stage III.
- C. Stage II: Submitters selected during Stage I to proceed to Stage II will receive a document through BidNet which will contain the specific requirements for the RFP submission. At a minimum to be responsive in Stage II, the required proposal deliverable shall include a non-binding Year One Work Plan and Level of Effort, submitted to the City in accordance with the provided instructions by the deadline stated therein. Scoring criteria and detailed narrative outlining proposal requirements will be provided in the Stage II requirements document.
- D. Stage III: All Submitters that submit a proposal in Stage II will be required to make a presentation and participate in an interview in Stage III. Interviews provide an opportunity for the Evaluation Committee to ask questions or seek clarification about the qualifications of Submitters and their Stage II proposals. The City may provide questions to Submitters in advance to prepare written responses. During the interview, Submitters may elaborate on these responses but must not introduce new information not previously included in the Stage I or Stage II submittals. The following rules will apply to Stage III interviews:
- Submitters invited to an interview **may not:**
- Bring merchandise, gifts, or any other leave-behinds for the Evaluation Committee;
 - Introduce new information at interviews not in the original written submittal;
 - Change or alter the proposed business terms or concept in any way.
- E. Submitters may provide written answers to any pre-submitted questions from the Evaluation Committee before the interview. The timeline for submitting answers will be provided alongside the interview invitation.
- F. All invited Submitters may be asked to prepare a presentation, lasting no longer than 30 minutes, explaining the company's strong points in each area of the evaluation criteria. Presentations are due three (3) days prior to the interview date. The presentation will be incorporated into the time allotted for the interview; no additional time will be provided.
- G. The presentation must be in a PC compatible format utilizing standard MS Office Suite including PowerPoint. Submitters may use a PowerPoint presentation in their interview. The PowerPoint must be emailed to contract.procurement@flydenver.com three (3) days prior to their interview date.
- H. The Final Selection will be based on the Evaluation Committee's aggregate score of Stages I, II, and III for each Submitter.
- I. The City reserves the right to terminate, suspend, or modify the selection process at any time, reject any or all submittals, and waive any informalities, irregularities, or omissions in submittals as deemed in the best interest of the City.

V-5 Best and Final Offers

DEN, at its discretion, may utilize a Best and Final Offer (BAFO) stage, after submission and prior to award, to clarify the Scope of Work, assure full understanding of, and responsiveness to, the solicitation requirement, update pricing, or any other component of the RFQ identified by DEN. In BAFO discussions, there shall be no disclosure of any information derived from Qualifications submitted by competing Submitters. The Contract Administrator Agent shall coordinate the Submitters' responses for review by the Evaluation Committee. The Contract Administrator shall be the SOLE point of contact throughout the process for all Submitters. If DEN requests a BAFO stage, Evaluation Committee members may revise their initial scores based upon additional information and clarification received in this phase. In lieu of revising scoring, DEN reserves the right to evaluate BAFOs by use of a narrative.

VI. ATTACHMENT 1, SUBMITTAL FORMS**Attachment 1, Part 1 Submittal Acknowledgement Letter****City and County of Denver
Denver International Airport**

Submitter: _____ Date: _____

Airport Office Building (AOB)
Denver International Airport
8500 Pena Boulevard
Denver, Colorado 80249-6340

In response to the Request for Submittal (RFQ) dated April 8, 2025, for RFQ NO. 202578570, the undersigned hereby declares that they have carefully read and examined the submittal documents and hereby proposes to perform and complete the work as required in the Scope of Work. Attached hereto are the completed responses to Parts 2, 3 and 4 of the Submittal Forms.

The undersigned agrees that this submittal constitutes a valid offer to negotiate a Contract with the City and County of Denver (City) to perform the work described in the submittal documents.

After final agreement on the terms of the Contract has been reached, the undersigned agrees to execute the Contract, which will be prepared by the City, in a timely manner.

The undersigned acknowledges receipt and consideration of the following addenda to the submittal documents:

Addenda Numbers: _____

The undersigned certifies that they have examined and is fully familiar with the submittal documents and has satisfied themselves with respect to any questions regarding the RFQ which could in any way affect the undersigned's understanding of the Scope of Work or any estimate of the cost thereof.

Signature: _____

Type or print name: _____

Submitter's Business Address: _____

E-mail address: _____

Attachment 1, Part 2 Submittal Data Form**City and County of Denver
Denver International Airport
(Please use this form)**

Submitter Name: _____

Submitter Address: _____

Phone: _____ Fax: _____

Email: _____

Federal Identification Number: _____

Principal in Charge (Name & Title): _____

Project Manager for this RFQ (Name & Title): _____

Equal Employment Opportunity Officer: _____

Name(s) of Professional and Public Liability Insurance Carrier(s):

**Parent Company Information
(If Applicable)**

Name of Company: _____

Address: _____

Phone: _____ Fax: _____

Contact Person: _____

Submittal is for (check one):

- ☐ Sole Proprietorship
- ☐ Partnership
- ☐ Corporation

If this is a corporation, then you are the (check one):

- ☐ Subsidiary
- ☐ Parent Company

State of Incorporation: _____

Is this a joint venture?

- ☐ YES
- ☐ NO

If this is a joint venture, a certified copy of the Joint Venture Agreement must accompany this submittal.

Licenses to perform work (issuing authority, date, and validity—please provide copies of all listed):

References
(Provide three professional references below)

1. Company Name: _____
 Contact: _____
 Project Title: _____
 Email: _____
 Phone Number: _____
2. Company Name: _____
 Contact: _____
 Project Title: _____
 Email: _____
 Phone Number: _____
3. Company Name: _____
 Contact: _____
 Project Title: _____
 Email: _____
 Phone Number: _____

CERTIFICATION

The undersigned certifies that to the best of his/her knowledge, the information presented in this Submittal Data Form is a statement of fact and that the Submitter has the financial capability to perform the work described in the Submitter's documents.

Signature _____ Title _____

Print Name _____

Date _____

Attachment 1, Part 3 Disclosure of Legal and Administrative Proceedings and Financial Condition

**City and County of Denver
Denver International Airport
(Please use this form)**

If no disclosure required in accordance with III-15, please sign affirmation statement.

The undersign affirms that _____ (Submitter) has not been involved in any legal or administrative proceedings which involve a claim in excess of Fifty Thousand Dollars (\$50,000.00); has not filed bankruptcy within the last ten (10) years; has not been debarred or suspended from submitting/proposing on any Federal, State or local government procurements; and neither the Submitter nor its key employees have been convicted of a bid/submittal-related crime, violation or felony in the last five (5) years.

Signature _____ Title _____

Print Name _____

Date _____

If disclosure is required in accordance with III-15, please use the following space to provide information. If additional space is needed, please attach additional pages.

Attachment 1, Part 4 Conflict of Interest**City and County of Denver
Denver International Airport
(Please use this form)**

If no conflict of interest exists in accordance with III-25, please sign affirmation statement.

The undersign affirms that _____ (Submitter) does not currently have existing contracts with the City for work at DEN, including any contracts held by Submitter's parent, affiliates or subsidiary corporations, that might create a conflict of interest if this contract is awarded to Submitter.

Signature _____

Title _____

Print Name _____

Date _____

If disclosure of potential conflict(s) of interest is required in accordance with III-25, please use the following space to provide information. If Submitter believes a conflict of interest may exist but can be mitigated, please describe the steps it proposes that it or others could take to mitigate the conflict. If additional space is needed, please attach additional pages.

Contract No. _____ Contract Name: _____

Description of conflict: _____

Proposed mitigation: _____

Contract No. _____ Contract Name: _____

Description of conflict: _____

Proposed mitigation: _____

VII. ATTACHMENT 2, DSBO FORMS

DSBO FORMS

The DSBO forms which apply to this contract are
contained in the pages immediately following this page.

These pages are not included in the page numbering of this contract document.



DIVISION OF SMALL BUSINESS OPPORTUNITY (DSBO) COMMITMENT TO SBE PARTICIPATION

This Commitment Form must be completed by all Bidders/Proposers or Contractors/Consultants/Tenants (Prime) to indicate their commitment towards satisfying this project's SBE participation requirement with City and County of Denver (CCD) certified SBE firms. ***This form is not applicable to SBE Defined Pool 30% self-performance requirement. ***

SBE PARTICIPATION COMMITMENT:

The Bidder/Proposer or Prime is committing to _____% of the total contract value to SBE participation.
The total contract value is inclusive of value changes made throughout the life of the contract.

GOOD FAITH EFFORT:

If Bidder/Proposer or Prime's abovementioned SBE participation commitment is less than the SBE participation requirement percent established by DSBO, the Bidder/Proposer or Prime must submit to DSBO with this Commitment Form a comprehensive statement of their good faith efforts as per the categories outlined in Chapter 28 of the D.R.M.C.

The undersigned Bidder/Proposer or Prime hereby agrees and understands that they must comply with their SBE commitment on this project in conformity with Chapter 28 D.R.M.C. and the terms of their City contract. Failure to comply is a material breach of said contract, which may result in the imposition of sanctions on the Prime, as deemed appropriate by DSBO.

Bidder/Proposer or Prime (Name of Firm): _____

Firm's Representative: _____

Title: _____

Signature (Firm's Representative): _____

Date: _____

Address: _____

City: _____

State: _____

Zip: _____

Phone: _____

Email: _____



DIVISION OF SMALL BUSINESS OPPORTUNITY (DSBO)

Small Business Enterprises (SBE)

Utilization Plan

This form **must be completed by all submitters** to indicate their commitment towards creating and expanding contract opportunities for City and County of Denver SBE certified small businesses. To meet the minimum DSBO responsiveness requirements, Submitter shall provide the proposed SBE Utilization Plan **at the time of submission deadline** to substantiate the Submitter's specified SBE participation commitment. Each of the prompts below must be comprehensively and meaningfully addressed. Leaving a section blank or entering "N/A" may deem the submitter nonresponsive. (Maximum 400 words per section).

The approved Utilization Plan may be subject to revisions throughout the life of the contract.

Submitter/Prime Name:

Project/Contract Name and Number:



Utilization Strategies

- Explain the strategies and tactics the Submitter is currently using and plans to implement in the future to enhance the participation of both new and established City and County of Denver SBE certified small businesses in contracting opportunities. **Please provide concrete examples.**
- Please list the anticipated scopes of work that may utilize SBE certified businesses. If known, list specific SBE certified firms that you may consider for certified subcontractor utilization.

For reference, please refer to CCD Certified Small Business Database.

[Small Business Certification and Contract Management System | Denver Office of Economic Development](#)

Response:



**Standard Procedure for
Bid Packages**

- Describe Submitter's procurement process, policies and procedures for soliciting SBE certified small business participation. Please provide details on the practices already in place and/or anticipated practices that ensure that SBE certified small businesses are successful in obtaining subcontracts on this project.

Response:



Technical Assistance

- Describe the assistance and/or guidance that Submitter will provide to certified small businesses that may help advance SBE certified businesses forward. This could include technical, financial, or support services to the certified small businesses that allows them to have meaningful participation on this or other contracts. Examples of such may include, but are not limited to, quality control, bonding, insurance assistance, payment advances, mentoring programs, joint ventures, workforce development, technical assistance, access to capital platforms, etc.

Response:

VIII. ATTACHMENT 3, INSURANCE REQUIREMENTS

INSURANCE REQUIREMENTS

The insurance requirements relative to this contract are contained in the pages immediately following this page.

These pages are not included in the page numbering of this contract document.

EXHIBIT C

CITY AND COUNTY OF DENVER INSURANCE REQUIREMENTS FOR DEPARTMENT OF AVIATION PROFESSIONAL SERVICES AGREEMENT

A. Certificate Holder and Submission Instructions

Contractor must provide a Certificate of Insurance as follows:

Certificate Holder: CITY AND COUNTY OF DENVER
Denver International Airport
8500 Peña Boulevard
Denver CO 80249
Attn/Submit to: DENCOI@flydenver.com

- ACORD Form (or equivalent) certificate is required.
- Contractor must be evidenced as a Named Insured party.
- Electronic submission only, hard copy documents will not be accepted.
- Reference on the certificate must include the City-assigned Contract Number, if applicable.

The City may at any time modify submission requirements, including the use of third-party software and/or services, which may include an additional fee to the Contractor.

B. Defined Terms

1. “Agreement” as used in this exhibit refers to the contractual agreement to which this exhibit is attached, irrespective of any other title or name it may otherwise have.
2. “Contractor” as used in this exhibit refers to the party contracting with the City and County of Denver pursuant to the attached Agreement.

C. Coverages and Limits

1. Commercial General Liability

Contractor shall maintain insurance coverage including bodily injury, property damage, personal injury, advertising injury, independent contractors, and products and completed operations in minimum limits of \$1,000,000 each occurrence, \$2,000,000 products and completed operations aggregate; if policy contains a general aggregate, a minimum limit of \$2,000,000 annual per location aggregate must be maintained.

- a. Coverage shall include Contractual Liability covering liability assumed under this Agreement (including defense costs assumed under contract) within the scope of coverages provided.
- b. Coverage shall include Mobile Equipment Liability, if used to perform services under this Agreement.
- c. If a “per location” policy aggregate is required, “location” shall mean the entire airport premises.

2. Business Automobile Liability

Contractor 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 Contractor does not have blanket coverage on all owned and operated vehicles and will require unescorted airside driving privileges, then a schedule of insured vehicles (including year, make, model and VIN number) must be submitted with the Certificate of Insurance.
- c. If transporting waste, hazardous material, or regulated substances, Contractor shall carry a Broadened

Pollution Endorsement and an MCS 90 endorsement on its policy.

- d. If Contractor does not own any fleet vehicles and/or Contractor's owners, officers, directors, and/or employees use their personal vehicles to perform services under this Agreement, Contractor shall ensure that Personal Automobile Liability including a Business Use Endorsement is maintained by the vehicle owner, and if appropriate, Non-Owned Auto Liability by the Contractor. This provision does not apply to persons solely commuting to and from the airport.
 - e. If Contractor will be completing all services to DEN under this Agreement remotely and not be driving to locations under direction of the City to perform services this requirement is waived.
3. **Workers' Compensation and Employer's Liability Insurance**
Contractor 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. Colorado Workers' Compensation Act allows for certain, limited exemptions from Worker's Compensation insurance coverage requirements. It is the sole responsibility of the Contractor to determine their eligibility for providing this coverage, executing all required documentation with the State of Colorado, and obtaining all necessary approvals. Verification document(s) evidencing exemption status must be submitted with the Certificate of Insurance.
 4. **Property Insurance**
Contractor is solely responsible for any loss or damage to its real or business personal property located on DEN premises including, but not limited to, materials, tools, equipment, vehicles, furnishings, structures and personal property of its employees and subcontractors unless caused by the sole, gross negligence of the City. If Contractor carries property insurance on its property located on DEN premises, a waiver of subrogation as outlined in Section F will be required from its insurer.
 5. **Professional Liability (Errors and Omissions) Insurance**
Contractor shall maintain a minimum limit of \$1,000,000 each claim and annual policy aggregate, providing coverage for all applicable professional services outlined in this Agreement.
 6. **Cyber Insurance**
Contractor shall maintain a minimum limit of \$1,000,000 per occurrence and \$1,000,000 annual policy aggregate covering claims involving privacy violations, information theft, damage to or destruction of electronic information, intentional and/or unintentional release of private information, alteration of electronic information, extortion, and network security.
 7. **Technology Errors and Omissions**
Contractor shall maintain a minimum limit of \$1,000,000 per occurrence and \$1,000,000 annual policy aggregate including cyber liability, network security, privacy liability and product failure coverage.
 - a. Coverage shall include, but not be limited to, liability arising from theft, dissemination and/or use of personal, private, confidential, information subject to a non-disclosure agreement, including information stored or transmitted, privacy or cyber laws, damage to or destruction of information, intentional and/or unintentional release of private information, alteration of information, extortion and network security, introduction of a computer virus into, or otherwise causing damage to, a customer's or third person's computer, computer system, network or similar computer related property and the data, software, and programs thereon, advertising injury, personal injury (including invasion of privacy) and intellectual property offenses related to internet.
 8. **Unmanned Aerial Vehicle (UAV) Liability:**
If Contractor desires to use drones in any aspect of its work or presence on DEN premises, the following requirements must be met prior to commencing any drone operations:

- a. Express written permission must be granted by DEN.
- b. Express written permission must be granted by the Federal Aviation Administration (FAA).
- c. Drone equipment must be properly registered with the FAA.
- d. Drone operator(s) must be properly licensed by the FAA.
- e. Contractor must maintain UAV Liability including flight coverage, personal and advertising injury liability, and hired/non-owned UAV liability for its commercial drone operations with a limit no less than \$1,000,000 combined single limit per occurrence for bodily injury and property damage.

9. Excess/Umbrella Liability

Combination of primary and excess coverage may be used to achieve minimum required coverage limits. Excess/Umbrella policy(ies) must follow form of the primary policies with which they are related to provide the minimum limits and be verified as such on any submitted Certificate of Insurance.

D. Reference to Project and/or Contract

The City Project Name, Title of Agreement and/or Contract Number and description shall be noted on the Certificate of Insurance, if applicable.

E. Additional Insured

For all coverages required under this Agreement (excluding Workers' Compensation, Employer's Liability and Professional Liability, if required), Contractor'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.

F. Waiver of Subrogation

For all coverages required under this Agreement (excluding Professional Liability, if required), Contractor'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.

If Contractor will be completing all services to the City under this Agreement remotely and not be traveling to locations under direction of the City to perform services, this requirement is waived specific to Workers' Compensation coverage.

If Contractor and its employees performing services under this Agreement are domiciled in a monopolistic state this requirement shall not apply to Workers' Compensation policy(ies) issued by a state fund. However, Contractor understands any subrogation against the City from its state-funded Workers' Compensation insurer arising from a claim related to this Agreement shall become the responsibility of the Contractor under Section 14.01 Defense and Indemnification of this Agreement subject to the terms, conditions and limitations therein.

G. 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 required coverage before the expiration date thereof.

1. Such notice shall reference the DEN assigned contract number related to this Agreement.
2. Such notice shall be sent thirty (30) calendar days prior to such cancellation or non-renewal or reduction in required coverage unless due to non-payment of premiums for which notice shall be sent ten (10) calendar days prior.
3. If such written notice is unavailable from the insurer or afforded as outlined above, Contractor shall provide written notice of cancellation, non-renewal and any reduction in required coverage to the Certificate Holder within three (3) business days of receiving such notice by its insurer(s) and include documentation of the formal notice received from its insurer(s) as verification. Contractor shall replace cancelled or nonrenewed policies with no lapse in coverage and provide an updated Certificate of Insurance to DEN.
4. In the event any general aggregate or other aggregate limits are reduced below the required minimum per occurrence limits, Contractor will procure, at its own expense, coverage at the requirement minimum per

occurrence limits. If Contractor cannot replenish coverage within ten (10) calendar days, it must notify the City immediately.

H. Cooperation

Contractor agrees to fully cooperate in connection with any investigation or inquiry and accept any formally tendered claim related to this Agreement, whether received from the City or its representative. Contractor's failure to fully cooperate may, as determined in the City's sole discretion, provide cause for default under the Agreement. The City understands acceptance of a tendered claim does not constitute acceptance of liability.

I. Additional Provisions

1. Deductibles or any type of retention are the sole responsibility of the Contractor.
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. Coverage required may not contain an exclusion related to operations on airport premises.
4. A severability of interests or separation of insureds provision (no insured vs. insured exclusion) is included under all policies where Additional Insured status is required.
5. A provision that coverage is primary and non-contributory with other coverage or self-insurance maintained by the City under all policies where Additional Insured status is required.
6. If the Contractor procures or maintains insurance policies with coverages or limits beyond those stated herein, such greater policies will apply to their full effect and not be reduced or limited by the minimum requirements stated herein.
7. All policies shall be written on an occurrence form. If an occurrence form is unavailable or not industry norm for a given policy type, claims-made coverage will 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 reporting period placed for three years (eight years for construction-related agreements) beginning at the time work under this Agreement is completed or the Agreement is terminated, whichever is later.
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 an authorized representative and must be submitted to the City at the time Contractor 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 of a certificate of insurance or other proof of insurance that does not comply with all insurance requirements shall not act as a waiver of Contractor's breach of this Agreement or of any of the City's rights or remedies under this Agreement. All coverage requirements shall be enforced unless waived or otherwise modified in writing by DEN Risk Management. Contractor is solely responsible for ensuring all formal policy endorsements are issued by their insurers to support the requirements.
11. The City shall have the right to verify, at any time, all coverage, information, or representations, and the insured and its insurance representatives shall promptly and fully cooperate in any such audit the City may elect to undertake including provision of copies of insurance policies upon request. In the case of such audit, the City may be subject to a non-disclosure agreement and/or redactions of policy information unrelated to verification of required coverage.
12. No material changes, modifications, or interlineations to required insurance coverage shall be allowed without the review and written approval of DEN Risk Management.
13. Contractor shall be responsible for ensuring the City is provided updated Certificate(s) of Insurance prior to each policy renewal.
14. Contractor's failure to maintain required insurance shall be the basis for immediate suspension and cause for termination of this Agreement, at the City's sole discretion and without penalty to the City.

J. Part 230 and the DEN Airport Rules and Regulations

If the minimum insurance requirements set forth herein differ from the equivalent types of insurance requirements in Part 230 of the DEN Airport Rules and Regulations, the greater and broader insurance requirements shall supersede those lesser requirements, unless expressly excepted in writing by DEN Risk Management. Part 230 applies to Contractor and its subcontractors of any tier.

K. Applicability of ROCIP Requirements

The City and County of Denver and Denver International Airport (hereinafter referred to collectively as “DEN”) has arranged for certain construction activities at DEN to be insured under an Owner Controlled Insurance Program (OCIP) or a Rolling Owner Controlled Insurance Program (ROCIP) (hereinafter collectively referred to as “ROCIP”). A ROCIP is a single insurance program that insures DEN, the Contractor and subcontractors of any tier, and other designated parties (Enrolled Parties), for work performed at the Project Site. **Contractor is NOT eligible for or provided insurance coverage under a ROCIP program. Contractor must provide its own insurance as specified in this Agreement. If Contractor is assigned work to be conducted within a ROCIP Project Site it must comply with the provisions of the DEN ROCIP Safety Manual, which is part of the Contract Documents and which is linked below to the most recent manual.**

[DEN ROCIP Safety Manual](#)

DEN is additionally providing links to the DEN ROCIP Insurance Manual and the DEN ROCIP Claims Guide solely for Contractor’s information.

[DEN ROCIP Insurance Manual](#)

[DEN ROCIP Claims Guide](#)

Notice of Change to ROCIP: DEN reserves the right to assign work per task order to a specific ROCIP program, if more than one is active, as well as terminate or modify a DEN ROCIP or any portion thereof. Further, dependent on factors including, but not limited to, the official timing and duration of the ROCIP project for which services are provided or related to under this Agreement, DEN may need to transition from one ROCIP program to another and introduce corresponding requirements for contractors. DEN will provide Contractor notice of changes regarding a ROCIP program as applicable to Contractor’s work or responsibilities under the ROCIP Safety Manual.

IX. ATTACHMENT 4, DIVERSITY AND INCLUSIVENESS IN CITY SOLICITATIONS

For the City or the City Agency to consider a bid/submittal, Submitters must complete the on-line Diversity and Inclusiveness in City Solicitations Form – then **save an electronic copy of the completed form and include the electronic copy as part of its submittal. A submittal or response to a solicitation by a Submitter that does not include this completed form shall be deemed non-responsive.**

Click on the following link to access the on-line form:

<https://us.openforms.com/Form/57f3a8ea-39b7-4115-be17-1770f38d3cf6>

Using the form found in link above, please state whether you have a Diversity and Inclusiveness program for employment and retention, procurement and supply chain activities or customer service, and provide the additional information requested on the form. The information provided on the Diversity and Inclusiveness in City Solicitations Form will provide an opportunity for City Submitters to describe their own diversity and inclusiveness practices. Submitters are not expected to conduct intrusive examinations of their employees, managers, or business partners in order to describe diversity and inclusiveness measures. Rather, the City simply seeks a description of the Submitter's current practices, if any. Diversity and Inclusiveness information provided by City Submitters in response to City solicitations for services or goods will be collated, analyzed, and made available in reports consistent with City Executive Order No. 101. However, no personally identifiable information provided by or obtained from Submitters will be in such reports.

X. ATTACHMENT 5, SAMPLE AGREEMENT

SAMPLE AGREEMENT

The Sample Contract form and required Federal provisions are contained in the pages immediately following this page. The complete contract will include other exhibits in addition to the form and the Federal provisions.

These pages are not included in the page numbering of this contract document.

SAMPLE AGREEMENT***Notice to Submitters:*****City Required Contract Provisions**

The following contract provisions are required in every contract issued by the City. The language of each clause is drafted in accordance with Federal, State, and City law and policy and are not subject to modification. Accordingly, Submitters should carefully review this Sample Agreement provided with the Request for Qualifications, including these required provisions, in preparation of their submittals.

1. Standard Federal Provisions contained in the Contract and the Exhibit or Appendix
2. Minority/Women Owned Business Enterprise (DEN-funded), Small Business Enterprise (DEN-funded) and Disadvantaged Business Enterprise (Federally funded) requirements
3. MWBE Prompt Pay (if applicable) and City Prompt Pay
4. Prevailing Wage Ordinance
5. Denver Wage provisions; worker retention provision if applicable
6. Insurance Requirements
7. Defense and Indemnification (subject to very limited exceptions and approval; Submitter must provide comments and any provisions it *cannot accept with its Submittal*)
8. Disputes/Dispute Resolution (see D.R.M.C. § 5-17 and DEN Rules and Regulations Part 250)
9. Compliance with All Laws and Regulations/with Patent, Trademark and Copyright Laws (subject to very limited exceptions and approval) compliance with all Executive Orders including drugs/alcohol/tobacco
10. Governing Law and Venue
11. Bond Ordinances
12. Force Majeure
13. Taxes and Costs
14. Environmental Requirements
15. Records Retention and Other Standard City Provisions, including but not limited to:
16. Diversity and Inclusiveness
17. No Discrimination in Employment
18. Advertising and Public Disclosure
19. Colorado Open Records Act
20. Examination of Records and Audits, including Federal and City Auditor provisions
21. Conflict of Interest
22. Sensitive Security Information, DEN Security, Badging, and other Security Provisions

ON-CALL AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT FOR PROFESSIONAL SERVICES (“**Agreement**”) is made and entered into as of the date stated on the 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 (the “**City**”), and **[Vendor]**, a **[Jurisdiction]** corporation authorized to do business in the State of Colorado (“**Contractor**” or “**PMT**”) (collectively the “**Parties**”).

WITNESSETH:

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

WHEREAS, the City desires to obtain professional program management consultation services in support of development of the Concourse C West Expansion; and

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

WHEREAS, Contractor’s proposal was selected for award of the Concourse C West Program Management Support Services project (the “**Project**”); and

WHEREAS, Contractor is qualified, willing, and able to perform the services, as set forth in this Agreement in a timely, efficient, and economical manner; and

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

1. LINE OF AUTHORITY:

The Chief Executive Officer of the Department of Aviation or their designee or successor in function (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 Design, Engineering and Construction (“**DEC**”) division. The relevant Senior Vice President (the “**SVP**”), or their designee (the “**Director**”), will designate a Project Manager to coordinate professional services under this Agreement. Reports, memoranda, correspondence, and other submittals required of Contractor hereunder shall be processed in accordance with the Project Manager’s directions.

2. SCOPE OF WORK AND CONTRACTOR RESPONSIBILITIES:

A. Scope of Services. Contractor shall provide professional services and deliverables for the City as designated by the CEO, from time to time and as described in the attached **Exhibit A** (“**Scope of Work**”) and in accordance with Task Orders, schedules and budgets set by the City. Without requiring an amendment to this Agreement, the City may, through a Task Order or similar

form issued by the CEO and signed by the Contractor, make minor changes, additions, or deletions to the Scope of Work without change to the Maximum Contract Amount.

B. Task Orders. The Project Manager will issue task orders for work to be completed under this Agreement (“**Task Orders**”). The terms of each Task Order must include but are not limited to information regarding schedule, staffing, and pricing. The Project Manager may reduce or increase the scope of work and/or staffing required by a Task Order. The time and cost of performance shall be adjusted to reflect the time and cost resulting from the reduction or increase. In the City’s sole discretion, the Project Manager may elect to directly solicit or competitively procure the work under each Task Order.

C. Standard of Performance.

i. Contractor shall faithfully perform the work required under this Agreement in accordance with the standard of care, skill, efficiency, knowledge, training, and judgment provided by highly competent professionals who perform work of a similar nature to the work described in this Agreement.

ii. Contractor shall be liable to the City for all acts and omissions of Contractor and its employees, subcontractors, agents and any other party with whom Contractor contracts to perform any portion of the work under this Agreement, including any design elements of any authorized Task Order.

D. Time is of the Essence. Contractor acknowledges that time is of the essence in its performance of all work and obligations under this Agreement. Contractor shall perform all work under this Agreement in a timely and diligent manner.

E. Subcontractors.

i. In order to retain, hire, and/or contract with an outside subcontractor that is not identified in this Agreement for work under this Agreement, Contractor must obtain the prior written consent of the CEO. Contractor shall request the CEO’s approval in writing and shall include a description of the nature and extent of the services to be provided; the name, address and professional experience of the proposed subcontractor; and any other information requested by the City.

ii. The CEO shall have the right to reject any proposed outside subcontractor deemed by the CEO to be unqualified or unsuitable for any reason to perform the proposed services. The CEO shall have the right to limit the number of outside subcontractors and/or to limit the percentage of work to be performed by them.

iii. Any final agreement or contract with an approved subcontractor must contain a valid and binding provision whereby the subcontractor waives any and all rights to make any claim of payment against the City or to file or claim any lien or encumbrance against any City property arising out of the performance or non-performance of this Agreement and/or the subcontract.

iv. Contractor is subject to Denver Revised Municipal Code (“**D.R.M.C.**”) § 20-112, wherein Contractor shall pay its subcontractors in a timely fashion. A payment is timely if it is mailed to the subcontractor no later than seven (7) days after receipt of any payment from the City. Any late payments are subject to a late payment penalty as provided in the Denver Prompt Payment Ordinance (D.R.M.C. §§ 20-107 through 20-118).

v. This Section, or any other provision of this Agreement, shall not create any contractual relationship between the City and any subcontractor. The City’s approval of a subcontractor shall not create in that subcontractor a right to any subcontract. The City’s approval of a subcontractor does not relieve Contractor of its responsibilities under this Agreement, including the work to be performed by the subcontractor.

F. Personnel Assignments.

i. Contractor or its subcontractor(s) shall assign all key personnel identified in this Agreement, including Task Order(s), to perform work under this Agreement (“**Key Personnel**”). Key Personnel shall perform work under this Agreement, unless otherwise approved in writing by the SVP or their authorized representative. In the event that replacement of Key Personnel is necessary, the City in its sole discretion shall approve or reject the replacement, if any, or shall determine that no replacement is necessary.

ii. It is the intent of the Parties that all Key Personnel perform their specialty for all such services required by this Agreement. Contractor and its subcontractor(s) shall retain Key Personnel for the entire Term of this Agreement to the extent practicable and to the extent that such services maximize the quality of work performed.

iii. If, during the Term of this Agreement, the Project Manager determines that the performance of any Key Personnel or other personnel, whether of Contractor or its subcontractor(s), is not acceptable or that any such personnel is no longer needed for performance of any work under this Agreement or Task Order(s), the Project Manager shall notify Contractor and may give Contractor notice of the period of time which the Project Manager considers reasonable to correct such performance or remove the personnel, as applicable.

iv. If Contractor fails to correct such performance, then the City may revoke its approval of the Key Personnel or other personnel in question and notify Contractor that such Key Personnel or other personnel will not be retained on this Project. Within ten (10) days of receiving this notice, Contractor shall use its best efforts to obtain adequate substitute personnel who must be approved in writing by the Project Manager. Contractor’s failure to obtain the Project Manager’s approval shall be grounds for Termination for Cause in accordance with this Agreement.

3. OWNERSHIP AND DELIVERABLES:

Upon payment to Contractor, all records, data, deliverables, and any other work product prepared by Contractor or any custom development work performed by Contractor for the purpose of performing this Agreement on or before the day of the payment, whether periodic or final

payment, shall become the sole property of the City. Upon request by the City, or based on any schedule agreed to by Contractor and the City, Contractor shall provide the City with copies of the data/files that have been uploaded to any database maintained by or on behalf of Contractor or otherwise saved or maintained by Contractor as part of the services provided to the City under this Agreement. All such data/files shall be provided to the City electronically in a format agreed to by the Parties. Contractor also agrees to allow the City to review any of the procedures Contractor uses in performing any work or other obligations under this Agreement, and to make available for inspection any and all notes, documents, materials, and devices used in the preparation for or performance of any of the scope of work, for up to three (3) years after termination of this Agreement. Upon written request from the City, Contractor shall deliver any information requested pursuant to this Section within ten (10) business days in the event a schedule or otherwise agreed-upon timeframe does not exist.

4. TERM AND TERMINATION:

A. Term. [EMI] The Term of this Agreement shall commence on the Effective Date and shall expire seven (7) years from the Effective Date, unless terminated in accordance with the terms stated herein (the "**Expiration Date**"). The Term of this Agreement may be extended for two (2), additional, one-year, periods, on the same terms and conditions, by written notice from the CEO to Contractor. However, no extension of the Term shall increase the Maximum Contract Amount stated below.

B. If the Term expires prior to Contractor completing the work under this Agreement, subject to the prior written approval of the CEO, this Agreement shall remain in full force and effect until the completion of any services commenced prior to the Expiration Date. Contractor has no right to compensation for services performed after the Expiration Date without such express approval from the CEO.

C. Suspension and Termination.

i. Suspension. The City may suspend performance of this Agreement at any time with or without cause. Upon receipt of notice from the SVP, Contractor shall, as directed in the notice, stop work and submit an invoice for any work performed but not yet billed. Any milestones or other deadlines shall be extended by the period of suspension unless otherwise agreed to by the City and Contractor. The Expiration Date shall not be extended as a result of a suspension.

ii. Termination for Convenience. The City may terminate this Agreement at any time without cause upon written notice to Contractor.

iii. Termination for Cause. In the event Contractor fails to perform any provision of this Agreement, the City may either:

- a. Terminate this Agreement for cause with ten (10) days prior written notice to Contractor; or
- b. Provide Contractor with written notice of the breach and allow

Contractor an Opportunity to Cure.

iv. Opportunity to Cure. Upon receiving the City's notice of breach pursuant to Section 4(C)(iii)(b), Contractor shall have five (5) days to commence remedying its defective performance. If Contractor diligently cures its defective performance to the City's satisfaction within a reasonable time as determined by the City, then this Agreement shall not terminate and shall remain in full force and effect. If Contractor fails to cure the breach to the City's satisfaction, then the City may terminate this Agreement pursuant to Section 4(C)(iii)(a).

v. Compensation for Services Performed Prior to Suspension or Termination Notice. If this Agreement is suspended or terminated, the City shall pay Contractor the reasonable cost of only those services performed to the satisfaction of the CEO prior to the notice of suspension or termination. Contractor shall submit a final invoice for these costs within thirty (30) days of the date of the notice. Contractor has no right to compensation for services performed after the notice unless directed to perform those services by the City as part of the suspension or termination process or as provided in Section 4(C)(vi) below.

vi. Reimbursement for Cost of Orderly Termination. In the event of Termination for Convenience of this Agreement pursuant to Section 4(C)(ii), Contractor may request reimbursement from the City of the reasonable costs of orderly termination associated with the Termination for Convenience as part of its submittal of costs pursuant to Section 4(C)(v). In no event shall the total sums paid by the City pursuant to this Agreement, including Sections 4(C)(v) and (C)(vi), exceed the Maximum Contract Amount.

vii. No Claims. Upon termination of this Agreement, Contractor shall have no claim of any kind against the City by reason of such termination 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 termination.

D. Remedies. In the event Contractor breaches this Agreement, Contractor shall be liable to the City for all costs of correcting the work without additional compensation, including but not limited to additional costs incurred by the City, its tenants, or its other contractors arising out of Contractor's defective work. These remedies are in addition to, and do not limit, the remedies available to the City in law or in equity. These remedies do not amend or limit the requirements of Section 8 and Section 9 otherwise provided for in this Agreement.

5. COMPENSATION AND PAYMENT:

A. Maximum Contract Amount. Notwithstanding any other provision of this Agreement, the City shall not be liable under any theory 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 Amount Dollars and Amount Cents (\$Amount) ("Maximum Contract Amount"). Contractor shall perform the services and be paid for those services as

provided for in this Agreement, including in any Task Order(s), up to the Maximum Contract Amount.

B. Limited Obligation of City. The obligations of the City under this Agreement shall extend only to monies appropriated and encumbered for the purposes of this Agreement. Contractor acknowledges and understands the 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 the City. The City is not under any obligation to make any future encumbrances or appropriations for this Agreement nor is the City under any obligation to amend this Agreement to increase the Maximum Contract Amount above.

C. Payment Source. For payments required under this Agreement, the City shall make payments to Contractor solely from funds of the Airport System Fund and from no other fund or source. The City has no obligation to make payments from any other source.

D. Fee. Initial individual hourly rates and charges, including any applicable multiplier, are set forth in *Exhibit B*. The Project Manager, in their sole discretion, may annually adjust the hourly rates and/or the multiplier on the anniversary of the Effective Date through a Task Order applicable to future work as further provided in the Task Order. Hourly rate adjustments shall not exceed the Denver-Aurora-Lakewood Consumer Price Index issued by the U.S. Department of Labor, Bureau of Labor Statistics.

E. Payment Schedule. Subject to the Maximum Contract Amount, for payments required under this Agreement, the City shall pay Contractor's fees and expenses in accordance with this Agreement. Unless otherwise agreed to in writing, Contractor shall invoice the City on a regular basis in arrears and the City shall pay each invoice in accordance with Denver's Prompt Payment Ordinance, D.R.M.C. § 20-107, *et seq.*, subject to the Maximum Contract Amount.

F. Invoices. Unless otherwise provided in a Task Order, Contractor shall submit to the City a monthly progress invoice, containing reimbursable costs and receipts from the previous month for professional services rendered under this Agreement to be audited and approved by the City ("**Invoice**"). Each Invoice shall provide the basis for payments to Contractor under this Agreement. In submitting an Invoice, Contractor shall comply with all requirements of this Agreement and:

- i. Include an executive summary and status report(s) that describe the progress of the services and summarize the work performed during the period covered by the Invoice;
- ii. Include a statement of recorded hours that are billed at an hourly rate;
- iii. Include the relevant purchase order ("**PO**") number related to the Invoice;
- iv. Ensure that amounts shown on the Invoices comply with and clearly reference the relevant services, indicate the hourly rate and multiplier where applicable, and identify the allowable reimbursable expenses;

v. For only those reimbursable costs incurred in the previous month, submit itemized business expense logs and, where billing is based upon receipts, include copies of receipts for all allowable reimbursable expenses;

vi. Include the signature of an authorized officer of Contractor, along with such officer's certification they have examined the Invoice and found it to be correct; and

vii. Submit each Invoice via email to AccountsPayableContracts@flydenver.com.

viii. Late Fees. Contractor understands and agrees interest and late fees shall be payable by the City only to the extent authorized and provided for in the City's Prompt Payment Ordinance.

ix. Travel Expenses. Travel and any other expenses are not reimbursable unless such expenses are related to and in furtherance of the purposes of Contractor's engagement, are in accordance with this Agreement, and Contractor receives prior written approval of the SVP or their authorized representative.

G. Timesheets. Contractor shall maintain all timesheets kept or created in relation to the services performed under this Agreement. The City may examine such timesheets and any other related documents upon the City's request.

H. Disputed Invoices. The City reserves the right to reject and not pay any Invoice or part thereof, including any final Invoice resulting from a Termination of this Agreement or any Task Order, where the SVP or their authorized representative determines the amount invoiced exceeds the amount owed based upon the work satisfactorily performed. The City shall pay any undisputed items contained in an Invoice. Disputes concerning payments under this provision shall be resolved in accordance with procedures set forth in Section 9.

I. Carry Over. If Contractor's total fees for any of the services provided under this Agreement are less than the amount budgeted for, the amount remaining in the budget may be used for additional and related services rendered by Contractor if the CEO determines such fees are reasonable and appropriate and provides written approval of the expenditure.

6. SBE, WAGES AND PROMPT PAYMENT:

A. Small Business Enterprise.

- i. This Agreement is subject to D.R.M.C. Article VII of Chapter 28, designated as §§ 28-201 to 28-236 (the "**SBE Ordinance**"), and the Rules and Regulations promulgated pursuant thereto. This Agreement is also subject to the defined selection pool requirements of the SBE Ordinance. The Contractor is a certified Small Business Enterprise ("**SBE**") and pursuant to D.R.M.C. § 28-208, the Contractor is required to self-perform a minimum of 30% of the contract work. The Contractor's Goal Commitment to additional SBE participation for this Agreement is 15% as stipulated in

the Division of Small Business Opportunity's ("DSBO") Commitment to SBE Participation Form submitted by the Contractor.

- ii. Under D.R.M.C. § 28-222, the Contractor has an ongoing, affirmative obligation for the duration of this Agreement to comply with the SBE defined selection pool and SBE self-performance requirements as well as additional SBE participation upon which this Agreement was awarded, unless the City initiates a material modification to the scope of work affecting this Agreement through change order, contract amendment, force account, or other modification under D.R.M.C. § 28-223. The Contractor acknowledges that:
 - a. If directed by DSBO, the Contractor is required to develop and comply with a Utilization Plan in accordance with D.R.M.C. § 28-218. Along with the Utilization Plan requirements, the Contractor 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 SBE requirement. The Utilization Plan is subject to modification by DSBO.
 - b. It must establish and maintain records and submit regular reports, as required, which will allow the City to assess the Contractor's compliance with the defined selection pool requirements and SBE self-performance requirements.
 - c. Contractor shall have a continuing obligation to promptly inform DSBO in writing of any agreed upon increase or decrease in the scope of work of this Agreement, upon any of the bases under D.R.M.C. § 28-223, regardless of whether such increase or decrease in scope of work has been reduced to writing at the time of notification of the change to the City. Any increase in the scope of services of this Agreement, whether by amendment or other modification, which increases the dollar value of the Agreement, if such change is within the scope of work designated for performance by the Contractor at the time of award of this Agreement, shall be promptly submitted to the DSBO.
 - d. The Contractor shall achieve defined selection pool requirements and self-performance requirements with respect to such changed scope of work by performing such work.
 - e. The Contractor shall supply to DSBO documentation required by ordinance with respect to the increased dollar value of this Agreement. The Contractor shall not, during the term of this Agreement fail to in fact perform as an SBE to achieve the work scope originally listed at proposal submission in order to achieve

defined selection pool and self-performance requirements; or modify or eliminate all or any portion of the scope of work upon which self-performance is based and the contract was awarded, unless directed by the City.

- f. If applicable, for contracts of one million dollars (\$1,000,000.00) and over, the Contractor is required to comply with D.R.M.C. § 28-225 regarding prompt payment to SBEs. Payment to SBE subcontractors shall be made by no later than thirty-five (35) days after receipt of the SBE subcontractor's invoice.
- g. Termination or substitution of an SBE subcontractor requires compliance with D.R.M.C. § 28-226.
- h. Failure to comply with these provisions may subject the Contractor to sanctions set forth in § 28-229 of the SBE Ordinance.

B. 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, D.R.M.C. §§ 20-76 through 20-79, 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 date the bid or request for proposal was advertised. In the event a request for bids, or a request for proposal, was not advertised, Contractor shall pay every covered worker no less than the prevailing wages and fringe benefits in effect on the date funds for the Agreement were encumbered.

Date bid or proposal issuance was advertised: April 1, 2025.

- i. Prevailing wage and fringe rates will adjust on the yearly anniversary of the actual date of bid or proposal issuance, if applicable, or the date of the written encumbrance if no bid/proposal issuance date is applicable.
- ii. Contractor shall provide the Auditor with a list of all subcontractors providing any services under the Agreement.
- iii. Contractor shall provide the Auditor with electronically-certified payroll records for all covered workers employed under this Agreement.
- iv. 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.
- v. 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.

C. Compliance With Denver Wage Laws. To the extent applicable to the Contractor's provision of Services hereunder, the Contractor shall comply with, and agrees to be bound by, all rules, regulations, requirements, conditions, and City determinations regarding the City's Minimum Wage and Civil Wage Theft Ordinances, Sections 58-1 through 58-26 D.R.M.C., including, but not limited to, the requirement that every covered worker shall be paid all earned wages under applicable state, federal, and city law in accordance with the foregoing D.R.M.C. Sections. By executing this Agreement, the Contractor expressly acknowledges that the Contractor is aware of the requirements of the City's Minimum Wage and Civil Wage Theft Ordinances and that any failure by the 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.

D. City Prompt Pay.

i. The City will make monthly progress payments to Contractor for all services performed under this Agreement based upon Contractor's monthly invoices or shall make payments as otherwise provided in this Agreement. The City's Prompt Payment Ordinance, D.R.M.C. §§ 20-107 to 20-118 applies to invoicing and payment under this Agreement.

ii. Final Payment to Contractor shall not be made until after the Project is accepted, and all certificates of completion, record drawings and reproducible copies are delivered to the City, and the Agreement is otherwise fully performed by Contractor. The City may, at the discretion of the SVP, withhold reasonable amounts from billing and the entirety of the final payment until all such requirements are performed to the satisfaction of the SVP.

7. INSURANCE REQUIREMENTS:

A. Contractor shall obtain and keep in force all of the minimum insurance coverage forms and amounts set forth in *Exhibit C* ("**Insurance Requirements**") during the entire Term of this Agreement, including any extensions of the Agreement or other extended period stipulations stated in *Exhibit C*. All certificates of insurance must be received and accepted by the City before any airport access or work commences.

B. Contractor shall ensure and document that all subcontractors performing services or providing goods hereunder procure and maintain insurance coverage that is appropriate to the primary business risks for their respective scopes of performance. At minimum, such insurance must conform to all applicable requirements of DEN Rules and Regulations Part 230 and all other applicable laws and regulations.

C. The City in no way warrants 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, employees, or

subcontractors. Contractor shall assess its own risks and maintain higher limits and/or broader coverage as it deems appropriate and/or prudent. Contractor is not relieved of any liability or other obligations assumed or undertaken pursuant to this Agreement by reason of its failure to obtain or maintain insurance in sufficient amounts, duration, or types.

D. In no event shall the City be liable for any of the following: (i) business interruption or other consequential damages sustained by Contractor; (ii) damage, theft, or destruction of Contractor's inventory, or property of any kind; or (iii) damage, theft, or destruction of an automobile, whether or not insured.

E. The Parties understand and agree that the City, its elected and appointed officials, employees, agents and volunteers are relying on, and do not waive or intend to waive by any provisions of this Agreement, the monetary limitations and any other rights, immunities and protections provided by the Colorado Governmental Immunity Act, C.R.S. §§ 24-10-101 to 120, or otherwise available to the City, its elected and appointed officials, employees, agents and volunteers.

8. DEFENSE AND INDEMNIFICATION:

A. Contractor hereby agrees to defend, indemnify, reimburse and hold harmless the 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 the 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 willful misconduct of the City.

B. Contractor's duty to defend and indemnify the City shall arise at the time written notice of the Claim is first provided to the City regardless of whether Claimant has filed suit on the Claim. Contractor's duty to defend and indemnify the City shall arise even if the City is the only party sued by claimant and/or claimant alleges that the 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 the City and will pay on behalf of the 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, including but not limited to time expended by the City Attorney Staff, whose costs shall be computed at the rate of two hundred dollars and no cents (\$200.00) per hour of City Attorney time. Such payments on behalf of the City shall be in addition to any other legal remedies available to the City and shall not be considered the City's exclusive remedy.

D. Insurance coverage requirements specified in this Agreement shall in no way lessen or limit the liability of Contractor under the terms of this indemnification obligation. 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.

9. DISPUTES:

All disputes arising under or related to this Agreement shall be resolved by administrative hearing under the procedures described in D.R.M.C. § 5-17 and all related rules and procedures. The determination resulting from said administrative hearing shall be final, subject only to the right to appeal the determination under Colorado Rule of Civil Procedure, Rule 106.

10. GENERAL TERMS AND CONDITIONS:

A. Status of Contractor. Parties agree 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 the City and County of Denver (the "**City Charter**"). It is not intended, nor shall it be construed, that Contractor or its personnel are employees or officers of the City under D.R.M.C. Chapter 18 for any purpose whatsoever.

B. 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 CEO. Any attempt by Contractor to assign or transfer its rights hereunder without such prior written consent shall, at the option of the CEO, automatically terminate this Agreement and all rights of Contractor hereunder.

C. Americans with Disabilities Act ("ADA"). Contractor shall provide the services specified in this Agreement in a manner that complies with the ADA (Title 42 United States Code (U.S.C. § 12101, et. seq) and other federal, state, and local accessibility requirements. Contractor shall not discriminate against disabled persons in the provision of services, benefits or activities provided under this Agreement and further agrees that any violation of this prohibition on the part of Contractor, its employees, agents or assigns may constitute a material breach of this Agreement. If requested by City, Contractor shall engage a qualified disability Contractor to review Contractor's work for compliance with the ADA (and any subsequent amendments to the statute) and all other related federal, state, and local disability requirements, and Contractor shall remedy any noncompliance found by the qualified disability Contractor as soon as practicable.

D. Compliance with all Laws and Regulations. Contractor and its subcontractor(s) shall perform all work under this Agreement in compliance with all existing and future applicable laws, rules, regulations, and codes of the United States, and the State of Colorado and with the City Charter, ordinances, Executive Orders and rules and regulations of the City.

E. Compliance with Patent, Trademark and Copyright Laws.

i. 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, as they may be amended from time to time. Contractor will not utilize any protected patent, trademark or copyright in performance of its work unless it has obtained proper permission, 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 such documents.

ii. Pursuant to Section 8, Contractor shall indemnify and defend the City from any and all claims, damages, suits, costs, expenses, liabilities, actions or proceedings 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.

F. Notices.

i. Notices of Termination. Notices concerning termination of this Agreement 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 the City to:

[Click here to add multiple address lines](#)

ii. Delivery of Formal Notices. Formal notices of the termination of this Agreement shall be delivered personally during normal business hours to the appropriate office above or by prepaid U.S. certified mail, return receipt requested ; express mail (FedEx, UPS, or similar service) or package shipping or courier service; or by electronic delivery directed to the person identified above and copied to the Project Manager through the electronic or software system used at the City's direction for Task Order-related and other official communications and document transmittals. Mailed notices shall be deemed effective upon deposit with the U.S. Postal Service and electronically transmitted notices by pressing "send" or the equivalent on the email or other transmittal method sufficient to irretrievably transmit the document. Either party may from time to time designate substitute addresses or persons where and to whom such notices are to be mailed, delivered or emailed, but such substitutions shall not be effective until actual receipt of written or electronic notification thereof through the method contained in Subsection (E)(ii).

iii. Other Correspondence. Other notices and day-to-day correspondence between the Parties may be done via email directed to the Project Manager or through the electronic or software system used at the City's direction in writing for Task Order-related communications and transmittals at the City's direction.

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

H. No Third-Party Beneficiaries. The Parties agree that enforcement of the terms and conditions of this Agreement and all rights of action relating to such enforcement shall be strictly reserved to the City and Contractor, and nothing contained in this Agreement shall give or allow any such claim or right of action by any third party. It is the express intention of the Parties that any person or entity other than the City or Contractor receiving services or benefits under this Agreement shall be deemed an incidental beneficiary and shall not have any interest or rights under this Agreement.

I. Governing Law. This Agreement is made under and shall be governed by the laws of the State of Colorado. Each and every term, provision and condition herein is subject to the provisions of Colorado law, the City Charter, and the ordinances and regulations enacted pursuant thereto, as may be amended from time to time.

J. Bond Ordinances. This Agreement is in all respects subject and subordinate to any and all the City bond ordinances applicable to the Airport System and to any other bond ordinances which amend, supplement, or replace such bond ordinances.

K. Venue. Venue for any action arising hereunder shall be in the City and County of Denver, Colorado.

L. Cooperation with Other Contractors.

i. The City may award other contracts for additional work, and Contractor shall fully cooperate with such other contractors. The City, in its sole discretion, may direct Contractor to coordinate its work under this Agreement with one or more such contractors.

ii. 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.

M. 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.

N. Force Majeure. The Parties shall not 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.

O. Coordination and Liaison. 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 or their authorized representative, along with any City agency, or any person or firm under contract with the City doing work which affects Contractor's work.

P. No Authority to Bind City to Contracts. 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 Charter and ordinances.

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

R. Severability. In case any one or more of the provisions contained in the Agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision hereof, and this Agreement shall be construed as if such invalid, illegal or unenforceable provision had never been contained herein.

S. Taxes and Costs. 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.

T. Environmental Requirements. Contractor, in conducting its activities under this Agreement, shall comply with all existing and future 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 or Special Materials and Wastes, Clean Water Act legislation, Centralized Waste Treatment Regulations, and DEN Rules and Regulations.

i. 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), per – and polyfluoroalkyl substances (PFAS), 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.

ii. Contractor shall acquire all necessary federal, state and local environmental permits and comply with all applicable federal, state and local environmental permit requirements.

iii. Contractor agrees to ensure that its activities under this Agreement are conducted in a manner that minimizes environmental impact through appropriate preventive measures. Contractor agrees to evaluate methods to reduce the generation and disposal of waste materials.

iv. In the case of a release, spill or leak as a result of Contractor’s activities under this Agreement, Contractor shall immediately control and remediate the contaminated media to applicable federal, state and local standards. Contractor shall reimburse the City for any penalties and all costs and expenses, including without limitation attorney’s fees, incurred by the City as a result of the release or disposal by Contractor of any pollutant or hazardous material.

U. Non-Exclusive Rights. This Agreement does not create an exclusive right for Contractor to provide the services described herein at DEN. The City may, at any time, award other agreements to other contractors or Contractors for the same or similar services to those described herein. In the event of a dispute between Contractor and any other party at DEN, including DEN itself, as to the privileges of the parties under their respective agreements, CEO shall determine the privileges of each party and Contractor agrees to be bound by CEO’s decision.

11. RECORD RETENTION AND OTHER STANDARD CITY PROVISIONS:

A. Diversity and Inclusiveness. The City encourages the use of qualified small businesses doing business within the metropolitan area that are owned and controlled by economically or socially disadvantaged individuals. Contractor is encouraged, with respect to the goods or services to be provided under this Agreement, to use a process that includes small businesses when considering and selecting any subcontractors or suppliers.

B. No Discrimination in Employment. In connection with the performance of work under the Agreement, the Contractor may not refuse to hire, discharge, promote, demote, or discriminate in matters of compensation against any person otherwise qualified, solely because of race, color, religion, national origin, ethnicity, citizenship, immigration status, gender, age, sexual orientation, gender identity, gender expression, marital status, source of income, military status, protective hairstyle, or disability. The Contractor shall insert the foregoing provision in all subcontracts.

C. 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 SVP or their authorized representative. Any oral presentation or written materials related to DEN shall include only presentation materials, work product, and technical data which have been accepted by the City, and designs and renderings, if any, which have been accepted by the City. Contractor shall notify the SVP in advance of the date and time of any such presentations. Nothing herein, however, shall preclude Contractor's transmittal of any information to officials of the City, including without limitation, the Mayor, the CEO, any member or members of Denver City Council, and the Auditor.

D. Colorado Open Records Act.

i. Contractor acknowledges that the City is subject to the provisions of the Colorado Open Records Act ("CORA"), C.R.S. §§ 24-72-201 *et seq.*, and Contractor agrees that it will fully cooperate with the City in the event of a request or lawsuit arising under such act for the disclosure of any materials or information which Contractor asserts is confidential or otherwise exempt from disclosure. Any other provision of this Agreement notwithstanding, all materials, records, and information provided by Contractor to the City shall be considered confidential by the City only to the extent provided in CORA, and Contractor agrees that any disclosure of information by the City consistent with the provisions of CORA shall result in no liability of the City.

ii. In the event of a request to the City for disclosure of such information, time and circumstances permitting, the 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, the 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, the City may 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 the 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 the City of all reasonable attorney's fees, costs, and damages the City may incur directly or may be ordered to pay by such court, including but not limited to time expended by the City Attorney Staff, whose costs shall be computed at the rate of two hundred dollars and no cents (\$200.00) per hour of City Attorney time.

E. Examination of Records and Audits.

i. Any authorized agent of the City, including the City Auditor or their 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 Contractor'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 the final payment under the Agreement or expiration of the applicable statute of limitations. 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 audit pursuant to this paragraph shall require Parties to make disclosures in violation of state or federal privacy laws. Parties shall at all times comply with D.R.M.C. § 20-276.

ii. Additionally, Contractor agrees until the expiration of three (3) years after the final payment under the Agreement, any duly authorized representative of the City, including the CEO, shall have the right to examine any pertinent books, documents, papers and records of Contractor related to Contractor's performance of this Agreement, 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.

iii. 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.

F. Use, Possession or Sale of Alcohol or Drugs. Contractor shall cooperate and comply with the provisions of Denver Executive Order No. 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 the City barring Contractor from City facilities or participating in City operations.

G. City Smoking Policy. Contractor and its officers, agents and employees shall cooperate and comply with the provisions of Denver Executive Order No. 99 and the Colorado Indoor Clean Air Act, prohibiting smoking in all City buildings and facilities.

H. Conflict of Interest.

i. Contractor and its subsidiaries, affiliates, subcontractors, principals, or employees shall not engage in any transaction, work, activity or conduct which would result in a conflict of interest. A conflict of interest occurs when, for example, because of the relationship between two individuals, organizations or one organization (including its subsidiaries or related organizations) performing or proposing for multiple scopes of work for the City, there is or could be in the future a lack of impartiality, impaired objectivity,

an unfair advantage over one or more firms competing for the work, or a financial or other interest in other scopes of work.

ii. Contractor represents that, in its Response or Proposal, as applicable, it disclosed any and all current or potential conflicts of interest of which it is aware, including transactions, work, activities, or conduct that might affect the judgment, actions, or work of Contractor or which might give Contractor an unfair advantage in this or a future procurement. If the Parties identified a conflict of interest and agreed to a plan to mitigate such conflict, Contractor agrees it will comply with that mitigation plan.

iii. The 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. If, during the course of the Agreement, the City determines that a potential conflict of interest exists or may exist, 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 the City.

iv. Contractor has a continuing duty to disclose, in writing, any actual or potential conflicts of interest including work Contractor is performing or anticipates performing for other entities on the same or interrelated project or tasks. Contractor must disclose, in writing, any corporate transactions involving other companies that Contractor knows or should know also are performing or anticipate performing work at DEN on the same or interrelated projects or tasks. In the event that Contractor fails to disclose in writing actual or potential conflicts, the CEO in their sole discretion, may terminate the Task Order, if applicable, or City may terminate the Agreement for cause or for its convenience.

12. 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 the Title 49 of Code of Federal Regulations (“C.F.R.”) Part 1520. Contractor specifically agrees to comply with all requirements of the applicable federal regulations, including but not limited to, 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 DEN’s Security Office.

13. DEN SECURITY:

A. Contractor, its officers, authorized officials, employees, agents, subcontractors, and those under its control, shall comply with safety, operational, or security measures required of Contractor or the City by the FAA or Transportation Security Administration (“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 the City, then, in addition to any other remedies available to the City, Contractor shall fully reimburse the City any fines or penalties levied against the City, and any attorney fees or related costs paid by the City as a result of any such violation. Contractor must pay this amount within fifteen (15) days from the date of the invoice or written notice. Any fines

and fees assessed by the FAA or TSA against the City due to the actions of Contractor and/or its agents will be deducted directly from the invoice for that billing period.

B. Contractor is responsible for compliance with Airport Security regulations and 49 C.F.R. Parts 1542 (Airport Security) and 14 C.F.R. Parts 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 Contractor. The fee/fine will be deducted from the invoice at time of billing.

14. FEDERAL RIGHTS:

This Agreement is subject and subordinate to the terms, reservations, restrictions and conditions of any existing or future agreements between the 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 the City for airport purposes and the expenditure of federal funds for the extension, expansion or development of the Airport System. As applicable, Contractor shall comply with the Standard Federal Assurances identified in *Appendix No. 1*.

15. CONTRACT DOCUMENTS; ORDER OF PRECEDENCE:

A. Attachments. This Agreement consists of Section 1 through 16 which precede the signature page, and the following attachments which are incorporated herein and made a part hereof by reference:

- Appendix No. 1: Standard Federal Assurances
- Exhibit A: Scope of Work
- Exhibit B: Rates
- Exhibit C: Insurance Requirements
- Exhibit D: Task Order
- Exhibit E: EDI Plan

B. Order of Precedence. In the event of an irreconcilable conflict between a provision of Section 1 through 16 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 No. 1
- Section 1 through 16 hereof
- Exhibit A
- Exhibit B
- Exhibit C
- Exhibit D
- Exhibit E

16. CITY EXECUTION OF AGREEMENT:

A. City Execution. This Agreement is expressly subject to, and shall become effective upon, the execution of all signatories of the City and, if required, the approval of Denver City Council. 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.

B. Electronic Signatures and Electronic Records. The Agreement, and any other documents requiring a signature hereunder, may be signed electronically by the City and/or Contractor 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]



April 29, 2025

Denver International Airport

Concourse C West Program Management Support Services

Bid Number 202578570

Addendum Number One

This Addendum Number One supersedes and/or supplements all portions of the Bid Documents with which it conflicts.
Bidders must acknowledge receipt of this addendum on Attachment 1, Page 1 of the Bid Forms.

Kat Herrera

Kat Herrera
Senior Contract Administrator
Contract Procurement



Concourse C West Program Management Support Services

Bid Number 202578570

Addendum Number One

Scope of this Addendum

Addendum Number One includes modifications to the following Bid Documents issued April 8, 2025. These modifications are deemed necessary by the City and County of Denver.

Questions and Answers:

The purpose of this addendum is to provide official answers to all questions received by the Questions Due Date.

The following attachments apply to Addendum One:

- Q&A Document 1
- Exhibit B - Core Staff Labor Rates (Excel format)
- Conflict of Interest Form

The total number of pages (including cover sheet) contained in this Addendum Number One is sixteen (16).

* * * * *

End of Addendum Number One

Questions & Answers - 1

Solicitation

202578570 - Concourse C West Program Management Support Services

Buying Organization

City and County of Denver Department of Aviation

No	Question/Answer	Question Date
Q1	Question: Exhibit B - Core Staff Labor Rates spreadsheet Will Exhibit B be provided as an excel file? Answer: Exhibit B - Core Staff Labor Rates is attached to this Addendum One as an Excel file.	04/09/2025
Q2	Question: Org Chart 11X17 May we submit our org chart on 11x17" paper? Answer: The org chart may be submitted on 11"x17" paper.	04/14/2025
Q3	Question: Proposal Requirements Are covers included in the page limit? Answer: Cover sheets are not included in page count towards the page count limit.	04/14/2025
Q4	Question: Online Portal Submission On the portal, would we upload the Submittal Narrative under Bid Documents – Bid Forms? Answer: Yes, Bid Documents and Proposal Narrative shall be submitted under the Bid Forms section in BidNet.	04/14/2025
Q5	Question: DSBO Forms Can we omit DSBO forms from the 'IV-3 Submittal Narrative Contents, 2. DEN EDI Plan' since we're required to upload DSBO forms on the portal under DSBO Forms? The DSBO forms total five pages. Answer: DSBO forms are required to be submitted in BidNet under the DSBO Forms submittal. DEN EDI Plan must also be included in the Narrative content response section of your Proposal.	04/14/2025
Q6	Question: Last Addendum When will the last addendum be issued? Answer: The final addendum shall be posted at least one week prior to SOQ due date.	04/14/2025
Q7	Question: Insurance sample Is our insurance sample certificate required to be emailed to DEN.coi@flydenver.com at the time of our submittal of our RFQ? Answer: Per the requirements outlined in RFQ, a COI will be requested after award from the awarded contractor only.	04/14/2025
Q8	Question: Proposal Requirements Page 28 under Format, Qualifications shall use the font type and size of Times New Roman 12 point. Can we use a different font for headings, subheadings, captions, header, and footer? Answer: Font size must be at least 12 point, no smaller.	04/14/2025

No	Question/Answer	Question Date
Q9	Question: Joint Venture Agreement Along with sending our joint venture agreement to DSBO, are we to include it with our Attachment 1 Part 2, Data Submittal Form? Answer: Yes, include your joint venture agreement with Attachment 1 Part 2, Data Submittal Form	04/14/2025
Q10	Question: Dun & Bradstreet On page 20, "E. The Submitter shall disclose (at time of submittal) its Dun & Bradstreet identification number. If the Submitter is a partnership or joint venture, it must provide the Dun & Bradstreet identification number for each partner of a joint venture." In what section is the Dun & Bradstreet number for each partner to be disclosed? Answer: Provide information in attached document with the Submittal Data Forms.	04/14/2025
Q11	Question: Joint Venture "On page 20, F. If the Submitter is a publicly held company, it shall provide (at the time of submittal) a list of any holders of ten percent (10%) or more of its stock." If we are a joint venture, would each company that is publicly held within the joint venture submit a list of holders of 10% or more? Answer: Provide information in attached document with the Submittal Data Forms.	04/14/2025
Q12	Question: Publicly Held Company "On page 20, F. If the Submitter is a publicly held company, it shall provide (at the time of submittal) a list of any holders of ten percent (10%) or more of its stock." Where are we to include the information? Answer: Provide information in attached document with the Submittal Data Forms.	04/14/2025
Q13	Question: Proposal Forms If submitter is a Joint Venture, is Attachment 1 Part 1 to be completed with the joint venture name, and with the joint venture prime information? Answer: The submittal forms Attachment 1, Parts 1-4 should be completed by the Prime for the Joint Venture.	04/14/2025
Q14	Question: Proposal Forms If submitter is a Joint Venture, is Attachment 1 Part 2 to be completed with the joint venture name, and with the joint venture prime information? Answer: The submittal forms Attachment 1, Parts 1-4 should be completed by the Prime for the Joint Venture.	04/14/2025
Q15	Question: Proposal Forms If submitter is a Joint Venture, is Attachment 1 Part 2 to include licenses from all parties in the joint venture agreement? Answer: Provide information in attached document with the Submittal Data Forms.	04/14/2025
Q16	Question: Proposal Forms Regarding Attachment 1, Part 2 Submittal Data Form, References. If we are a joint venture, can we submit 3 references for each partner or joint venturer? Answer: Yes, you can submit referenced for each partner or joint venturer.	04/14/2025

No	Question/Answer	Question Date
Q17	Question: Proposal Forms On page 20, "If the Submitter is a partnership or joint venture, please include a statement disclosing the information listed in subparagraph A and B, above, for each partner or joint venturer." Is the format of this statement to be on the form, "Attachment 1, Part 3 Disclosure of Legal and Administrative Proceedings and Financial Condition" and if so, may we complete a form for each partner or joint venturer? Answer: Yes, you may submit a form for each partner or joint venturer.	04/14/2025
Q18	Question: Online Portal Submission On the portal under Questions tab, #10 asks for annual gross receipts. If we're filling out as the joint venture prime, shall we select the amount of gross receipts as the joint venture prime only? Answer: DEN has not been able to find the reference mentioned, Questions tab, #10 and therefore is not able to answer.	04/14/2025
Q19	Question: Tabloid-size pages for graphics and tables Will DEN allow the use of 11"x17" tabloid-size pages for graphics and tables in submittals? Answer: Use of 11x17's for graphics and tables is not allowed.	04/17/2025
Q20	Question: Conflicts of interest Please confirm that a subconsultant's inclusion on other DEN RFPs and/or contracts -- such as C West Design or Controls On-Call contracts, etc. -- do not represent a conflict of interest for this RFQ. Answer: If you feel a conflict of interest or a potential conflict of interest may exist, please complete and submit Conflict of Interest form provided in Addendum One.	04/17/2025
Q21	Question: Relevant Project History For Relevant Project History, do all three projects need to be from the Prime or can other project examples be provided by key partners? Answer: Project history examples can be provided by other key partners, however it is encouraged that the Prime Consultant / Contractor have association with the example projects.	04/19/2025
Q22	Question: LEED Consultant Will PMT be required to provide LEED consultants under this contract? Answer: Yes, the PMT should have a LEED consultant under this contract.	04/19/2025
Q23	Question: Renovation of Existing Structure Does the SOW include any renovation of the previous expansion (precast structure)? Answer: Yes, it is the intent that the project renovate the previous expansion (precast structure) once the new expansion is being utilized and occupied for its intended use. The level of renovation will be determined during the planning and design phase.	04/19/2025
Q24	Question: New and Existing Building Envelope Does the SOW include new building envelope treatments to the previous expansion that would match the original concourse facade? Answer: The level of renovation to the previous expansion building envelope will be determined through the planning and design phase.	04/19/2025

No	Question/Answer	Question Date
Q25	Question: Diversity Survey Can you confirm that the Diversity Survey needed is from the City's Executive Order 101, and at the link here: https://us.openforms.com/Form/57f3a8ea-39b7-4115-be17-1770f38d3cf6 Answer: As stated in the RFQ Attachment 4, Diversity and Inclusiveness in City Solicitations, the on-line form must be completed and submitted using the following link https://us.openforms.com/Form/57f3a8ea-39b7-4115-be17-1770f38d3cf6	04/19/2025
Q26	Question: Public Communications Are public outreach and project updates to the public required by this PMSS contract beyond the DEN and Airline Stakeholders? If so, would the DEN public communications team approve all messages sent out to the public after PMT submission? Answer: It is anticipated that public communication and project updates beyond DEN and Airline stakeholders will be required. Outreach including overall strategy needs to be coordinated and approved with the DEN Public Communications team.	04/19/2025
Q27	Question: Quality Assurance Materials Testing and Lab Is a materials lab and quality assurance material testing required under this contract? Answer: Quality Assurance Materials Testing services and personnel should be included as part of this contract. DEN's materials testing lab is located at DEN's south campus and is intended to be utilized for this project, and subject to change, given the length of this project.	04/19/2025
Q28	Question: Pumps for Hot and Cold Water Under the CEP Program, CHW & HHW pumps were upgraded to provide additional volume to the C East Expansion project, Were the pumps also upgraded at that time to provide capacity for expansion at C West? Answer: Capacity availability and requirements will be confirmed during the planning and design phase.	04/19/2025
Q29	Question: CUP Capacity for CEP Under the CEP Program, CHW & HHW pumps were upgraded to provide additional volume to the C East Expansion project. With upgrades performed at the Central Utility Plant, is there enough Chiller and Boiler capacity for the C West Expansion project? Answer: Capacity availability and requirements will be confirmed during the planning and design phase.	04/19/2025
Q30	Question: Hydrant Jet Fuel We are assuming that the new gates will require hydrant pit jet fueling. Please provide details to depth of this scope of work under the C West Expansion project. Answer: The C West Expansion project will follow DEN standards regarding jet fuel conveyance to new gates, and details will be confirmed during the planning and design phase.	04/19/2025

No	Question/Answer	Question Date
Q31	Question: Deice Operations and Installations The RFQ references additional Deice operations capacity in the scope of work. Will this be something Similar to the Concourse A West facility with storage in the basement, B West facility with storage at Apron level and dispensing islands? Or will it be command/support facilities only with operations occurring at the DS Deice Facility? Answer: These details will be determined in the planning and design phase.	04/19/2025
Q32	Question: Sample Agreement Under page 27, under B. Format, “The submittal narrative shall not exceed 25 pages. This page limit does not include the cover letter, DEN EDI Plan, table of contents, resumes, additional pages (which must be separate) with comments or proposed changes to the Sample Agreement, additional pages to describe disclosure of legal and administrative proceedings and financial condition, tabs, or DEN-required forms.” May we omit “proposed changes to the Sample Agreement” from the Narrative as we see a separate place for this on the portal? Answer: Proposed changes to the Sample Agreement shall be uploaded into the submittal location in BidNet specific to this submittal option.	04/21/2025
Q33	Question: submittal narrative Under page 27, under B. Format, “The submittal narrative shall not exceed 25 pages. This page limit does not include the cover letter, DEN EDI Plan, table of contents, resumes, additional pages (which must be separate) with comments or proposed changes to the Sample Agreement, additional pages to describe disclosure of legal and administrative proceedings and financial condition, tabs, or DEN-required forms.” Are the Submittal Data Forms meant to be in the same document as our Narrative? Answer: Yes, Bid Documents and Proposal Narrative shall be submitted under the Bid Forms section in BidNet.	04/21/2025
Q34	Question: SBE Plan Form Can a fillable form be provided for the SBE Utilization Plan? Answer: For this Solicitation, please utilize only the SBE Utilization Plan Form version provided within the Solicitation Packet, as it is the sole approved version of the form.	04/21/2025
Q35	Question: Designated Safety Professional Will a safety professional be required under this PMSS contract or will DEN designate a city employed safety professional to this project that the PMT will coordinate with? Answer: Yes, a safety professional will be required under this PMT contract at applicable times through the duration of the contract.	04/21/2025
Q36	Question: forthcoming DFD fire code amendments To what extent will the concourse expansion projects be able to leverage new requirements from the forthcoming city/county of Denver building and fire code amendments? Answer: The project will need to comply with applicable codes at the time of permitting.	04/21/2025

No	Question/Answer	Question Date
Q37	Question: Scoping to resolve occupancy purposes Will scoping of Concourse C expansion activities be expected to resolve/complete legacy or existing Concourse C system for occupancy purposes? Answer: The RFQ states, "While the Concourse C West Expansion is the primary focus of the Program, and therefore this RFQ, the City may potentially utilize the subject contract to support other capital improvement initiatives during the duration of the Contract, as determined by the City."	04/21/2025
Q38	Question: Exhibit B Form Will an exhibit B form be provided? Answer: Exhibit B - Core Staff Labor Rates is attached to this Addendum One as an Excel file.	04/21/2025
Q39	Question: Procurement Process Will the DEN PMT be designated an individual from the DEN BMS Procurement team to support procurement of contractors and consultants during the project? Answer: DEN BMS will be able to provide the applicable resources required for C West Expansion consultant and contractor procurements.	04/21/2025
Q40	Question: Insurance Requirements 1.In III-16 Insurance Requirements, it states: "Submitter shall adhere to all insurance requirements stated in Attachment 3, which are attached hereto and incorporated herein by reference. ACORD FORM (or equivalent) must be mailed in pdf format to: DEN.COI@flydenver.com." Q: Should the COI be emailed during the RFQ submittal process, or is this required later? Answer: Per the requirements outlined in RFQ, a COI will be requested after award from the awarded contractor only.	04/22/2025
Q41	Question: Organizational Chart Is it acceptable for the organizational chart to be included on an 11X17 sized page? Answer: The org chart may be submitted on 11"x17" paper.	04/22/2025
Q42	Question: Exhibit B, Core Staff Labor Rates We are unable to find Exhibit B, Core Staff Labor Rates (excel spreadsheet) in BidNet with the RFQ documents. Is this a specific form that DEN will provide, or is this something we should create on our own and label Exhibit B? Answer: Exhibit B - Core Staff Labor Rates is attached to this Addendum One as an Excel file.	04/22/2025
Q43	Question: Subconsultants Forms Please confirm which (if any) forms should also be completed by subconsultants and included in the submittal. Answer: Instructions are provided in the RFQ.	04/22/2025

No	Question/Answer	Question Date
Q44	Question: Relevant Project Contract Value On pages 31-32 of the RFQ, section 5, Relevant Project History, can you please clarify what is meant by “contract value,” “gross fees,” and “change orders/claims”? Please specify what kind of information you are wanting to see in our response. Answer: Remove "Gross Fees" from the request. There is no need to provide Gross Fees. Provide the PMT contract value for the three relevant contracts. Provide a list of change orders and/or additional services, along with their respective value, incurred for each of the three relevant PMT contracts. Provide a list of claims, if applicable, and their respective value, for each of the three relevant PMT contracts.	04/22/2025



Submittal of Qualifications

Concourse C West Program Management Support Services

RFQ No. 202578570

Prepared For:
Denver International Airport

Date Issue:
May 6, 2025



Table of Contents

SUBMITTAL NARRATIVE

Cover Letter _____ Page 3

A carefully selected, and committed team with a proven track record of completing over 70 projects at DEN and a well-established local presence.

1. Cost Effectiveness _____ Page 5

Valuable insights gained from past projects that will drive a successful outcome.

2. DEN EDI Plan _____ Page 11

EDI is more than a program—it's embedded in our identity and the way we conduct business. We are confident in exceeding the SBE goals set for this project.

3. Understanding the Project, Proposed Work Plan & Project Approach _____ Page 16

A PMT approach grounded in collaboration, transparency, and strict adherence to DEN protocols to ensure uninterrupted airport operations.

4. Key Personnel, Ability to Respond & Long-term Commitment _____ Page 27

Our key team checks the boxes and we are proud Colorado residents.

5. Relevant Project History _____ Page 33

Extensive concourse and large-scale project experience backed by lessons learned.

6. Appendix _____ Page 39

Resumes

SUBMITTAL FORMS

Page 63

*Our agreement acknowledgment was uploaded to BidNet.
Exhibit B was also uploaded as an excel file on BidNet, per the RFQ.*



May 6, 2025

RE: Submittal of Qualifications | Concourse C West Program Management Support Services

Dear Concourse C West Selection Committee:

V-1 Consulting, alongside our trusted project partners, is proud to submit our qualifications for the Concourse C West project at Denver International Airport (DEN). As a team grounded in local knowledge and aviation expertise, we are fully aligned with DEN's Vision 100 and broader strategic goals—committed to delivering a project that enhances operational excellence, elevates the passenger experience, and reflects DEN's standing as a global aviation leader. Below, we've highlighted important differentiators about our team that you will find throughout our qualifications submittal.

A Dream Brought to Life

Building a company like V-1 from the ground-up has been a journey of grit, growth and gratitude. As a Colorado-based, minority-owned business, this opportunity holds deep significance. It aligns with DEN's commitment to *just* and *equitable* growth and reflects our shared belief in building a future where all stakeholders—small firms, employees, and communities—thrive together.

Mentorship in Action | SBE-Led and Growth-Minded

As a certified Small Business Enterprise (SBE), we are not just checking the box on participation—we are building a platform for mentorship and growth for other firms. Our team was intentionally assembled to highlight qualified SBE partners with proven capabilities and a large-business mindset. These aren't *newcomers*, many of our SBE partners played critical roles in previous concourse expansions and bring valuable lessons learned to DEN. We view this project as a model for how experienced SBE firms can deliver exceptional results, develop deeper capabilities, and grow from meaningful engagement.

We're Local | No Plane Tickets Required

Our team was built with *proximity* in mind. Unlike many aviation teams that fly in from out of state, our project partners are local and readily available. We deliberately formed a Denver-based team that understands the region, the airport, and the stakeholders—ensuring responsive, face-to-face collaboration. No delays, no time zone issues—just boots on the ground and full commitment from day one.

Our People, Your Advantage | Proven Experience at DEN

Our team has successfully delivered complex, high-profile projects at DEN, always prioritizing safety, security, and operational continuity. We understand our role as stewards of public funds and bring a results-driven mindset focused on cost-effective, on-time, and transparent project delivery. We are committed to upholding the trust DEN places in its partners.

Strategically Built Team

With V-1, you get skilled individuals and an SBE firm equipped with the resources and support needed to deliver. Over the past year, we've thoughtfully assembled a team through ongoing collaboration with SBE and non-SBE partners—refining roles, aligning responsibilities and building strong working relationships. Our proposed key team members bring an average of 20 years of aviation experience and have a proven track record of successfully delivering projects together at DEN. It's important to note that several of our proposed team members worked together on the previous DEN concourse expansion (CEP) project while working for other companies.

V-1 is proud to have established strong, collaborative partnerships with the firms listed below. We are not pursuing this effort as a joint venture, and will serve as the sole-prime PMT, leading the project with support from the following partners:

- **AtkinsRéalis** - Nationally recognized program management team with expertise delivering major aviation programs across the country, including DEN
- **Ardurra** - SME in MEP, jet fuel, and deicing systems with experience on complex DEN projects
- **Axiom** - Supported DEN's Concourse Expansion Program
- **BBH Management Solutions** - Worked on high-profile City and County of Denver projects
- **ID8 Design** - Key personnel who led the design of previous DEN Concourse Expansion projects
- **Garver USA** - Award-winning projects at DEN with highly skilled aviation-focused professionals
- **J.A. Watts, Inc.** - Top-tier SME and maintains a strong, ongoing presence across multiple DEN projects
- **JMBangert** - Administrative support, reporting and tracking functions for large-scale DEN projects
- **JR Harris** - Structural engineering firm with over 60 projects completed at DEN
- **Path EDG** - Experts with providing wayfinding management on DEN Concourse Expansions
- **Walker Solutions** - MEP experience at large-scale DEN projects
- **Yeh & Associates** - QA Inspection experience at DEN
- **GROUND Engineering Consultants, Inc.** - Operates a dedicated QA materials testing lab supporting multiple DEN projects with geotechnical and construction materials expertise

All personnel identified in Section 4 are fully committed and will be available to perform their roles for the duration of the contract term.

Vision 100 Aligned | Lessons Learned + Forward Focus

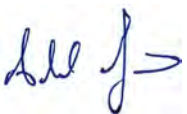
Our team brings proven experience across the world—but we're not relying on the past. We embody Vision 100 and are committed to forward-thinking delivery grounded in our lessons learned. To start strong, we propose a joint kick-off with DEN to apply real insights from previous programs and explore opportunities. Our team will propose alternate delivery contracting methods in alignment with DEN leadership to make this concourse expansion smarter, more resilient and ready for future growth. We've highlighted several lessons learned throughout our proposal.

Stakeholder Driven | Mission-Focused

Concourse expansion projects impact every corner of airport operations—from gate scheduling and baggage handling to tenant coordination and passenger experience. Success at DEN means understanding and prioritizing the needs of stakeholders including airline partners, airport operations, concessions, passengers, and third-party service providers. Our team is committed to early engagement, transparent communication, and flexible problem-solving to ensure the concourse delivers not just on scope, but on stakeholder expectations at every level. We've highlighted the specifics around this approach in Sections 1 and 3 of our proposal.

V-1 appreciates the opportunity to be considered for this important project. We're prepared to bring DEN a team that not only delivers, but does so with integrity, innovation, and a deep sense of responsibility. We strive to contribute to DEN's goal of becoming the preeminent leader in aviation—ensuring a positive, forward-looking experience for all stakeholders. We have reviewed and acknowledged receipt of Addendum 1 (April 29, 2025).

Sincerely,



Abel Garcia, V-1 Consulting

P: 720.447.7720

E: agarcia@v-1consulting.com

Address: 528 Clayton St, Unit B, Denver, CO 80206



Tab 1 | Cost Effectiveness

“We were fortunate to have the V-1 Consulting team lead and deliver a successful Gate Apron Rehab and Drainage Improvements A South project at DEN. The professionalism exhibited daily in the interactions with key stakeholders made all the difference for the challenges and complexities of the project. The project was schedule critical, and the team worked closely with the contractor and designer to find alternates and solutions to deliver the project to the satisfaction of all the end users”

- Irene St. Martin
DEN Airside Engineering Supervisor

1 Cost Effectiveness

V-1 Consulting

COST EFFECTIVENESS APPROACH

Our cost-effectiveness approach is based on DEN’s values of stewardship, innovation, and operational excellence. We bring the right people, empowered through cross-functional roles, proven tools, and accountability. Key team members will be engaged from day one and remain involved throughout the project lifecycle, minimizing costly handoffs and ensuring continuity in decision-making. This structure not only supports stakeholder alignment and project knowledge but also reinforces our shared responsibility to manage public funds with integrity and transparency. We’re not just managing tasks—we’re advancing DEN’s mission to deliver excellence while maximizing value.

Integration with DEN

Our team is committed to embracing DEN’s culture and fully integrating as an extension of DEN. We will work in close partnership with DEN leadership and stakeholders to ensure aligned goals, collaborative decision-making, and consistent communication. This unified approach will support smart, strategic choices that drive schedule and budget success throughout the project.

Cross-Functional Roles

We’ve intentionally structured a lean, high-performing team made up of seasoned professionals who bring versatility and a strong understanding of airport programs. Our team members take on complementary roles—like Kaitlin, who will serve as both ORAT and stakeholder coordinator.

Rather than creating gaps, this multi-role structure strengthens our communication flow, accelerates decision-making, and reduces overhead—allowing DEN to benefit from a more efficient, integrated team. We understand this model may raise questions, but we’ve used it successfully on complex aviation and infrastructure projects—including DEN projects. The key is not just wearing multiple hats—it’s ensuring the *right* people are wearing them. On the C West project, we will effectively managed diverse scopes without disruption. On the New Haven (HVN) Terminal Expansion Project, V-1 Consulting delivered a major program with a similar streamlined team. These results proved that lean staffing, when built on capability and trust, enhances performance and cost efficiency—not the other way around.

Tools & Processes That Drive Smarter Oversight

To complement our lean structure, we use proven tools to keep project data accurate, transparent, and actionable. V-1 uses Primavera P6, MS Excel, and Microsoft Power BI to organize and report on both planned and actual project data.

Key Performance Indicators (KPIs): We use data to drive decisions/recommendations. Our PMT will work with DEN to define KPIs for the project that will be tracked and used to measure performance of the PMT, designers, and contractors. Our team recommends developing project-specific KPIs (in addition to typical KPIs like SPI and CPI) that reflect important topics for this particular program.

For example, KPI’s measuring timeliness of opening and closing non-conformances (quality) for the contractor or KPI’s measuring and tracking stakeholder concern and stakeholder satisfaction. This allows our PMT to use data to drive decisions, which is an important concept of this PMT. We will establish a regular reporting process and format, in collaboration with DEN, to provide consistent reports and provide at the time of the month that is most useful for incorporation into other DEN reporting.



Microsoft Power BI: V-1 has vast experience on Power BI dashboards to streamline information to stakeholders. We created a custom Power BI dashboard for the HVN project that integrated data from contractor RFIs, change orders, and project schedule updates. The dashboard allowed the client to visualize progress, identify pending issues, and track impacts in real-time. **With the use of Power BI, our HVN project team reduced weekly coordination meetings by 30% and maintained zero schedule slips through four major cutovers.**

Power BI integrates multiple spreadsheets and data sources into a customized, real-time dashboard that tracks schedule performance, issue resolution, change management, scope creep, and contract value adjustments. These dashboards are tailored for both owner and contractor use, giving project leadership the visibility and insights needed to stay ahead of issues and drive successful delivery. Power BI interfaces with data from contractor and owner platforms, offering flexibility and full transparency throughout the project lifecycle.

QUALITY CONTROL (QC) & ERROR MINIMIZATION

We implement a five-step QA program, supported by our ISO 9001-certified quality management system, to ensure consistency and accuracy at every stage. Internal PMT Peer Reviews are conducted before any deliverable reaches DEN, allowing our team to catch

issues early and align with DEN’s latest templates. We also vet all design submittals against DEN’s requirements prior to stakeholder review, reducing rework and delays.

During construction, we conduct regular PMT-led job walks to identify discrepancies early, maintain alignment between design intent and construction, and promote ownership across disciplines. Streamlined RFI response process will be maintained and regularly coordinated through detailed review and centralized document control to minimize miscommunication and expedite issue resolution. The design and construction managers will coordinate with the field team and subject matter experts (SMEs) to ensure all changes and project decisions are implemented effectively.

Lessons learned from previous concourse work, including the integration of LiDAR scanning for existing conditions, have reinforced the value of pairing technology with a boots-on-the-ground perspective. These best practices ensure we maintain quality while minimizing delays and costly corrections.

RIGHT-SIZING TEAM
Partner Management and Oversight

We manage our partners through a combination of internal discipline leads and additional team to ensure cost effectiveness, quality control, and accountability.

FIVE-STEP QUALITY CONTROL PROCESS



The V-1 team will set clear expectations early, coordinate scopes to avoid overlap or gaps, and actively track performance throughout the project. Ongoing communication and timely issue resolution will reinforce partner alignment with project goals and budgets.

Team Culture, Lessons Learned, and Proactive Planning

V-1 is will maintain a team-oriented culture, making agile adjustments through our lessons learned and best practice programs. We will meet consistently with DEN leadership to review real-time resource capabilities, address issues early, and mitigate any cost or schedule impacts.

Our team’s extensive experience working together at DEN equips us to proactively implement lessons learned from past projects, minimizing risks and avoiding costly gaps from the outset on the Concourse C West Expansion.

ORAT Integration and Right-Sizing the Team
Operational Readiness Activation and Training (ORAT) will be fully integrated from the design phase forward, aligning with DEN DEC ORAT and Tactical Planning objectives to minimize airport disruptions. Our staffing strategy is focused on efficiency, using team members in multiple roles where possible—such as Brett Hanankamp, who will be the program delivery manager and oversee commercial/change management, and Bill Washburn acting as senior MEP manager and jet fuel SME. As previously mentioned, this approach reduces project headcount and controlling costs while maintaining project needs.

Transition Planning for Current DEN Projects
If selected, our team will thoughtfully assess staffing needs during the contracting period to ensure continued support for other active DEN Task Orders. Should any personnel adjustments be necessary, V-1 and our partners will coordinate closely with DEN to maintain continuity. Any transitions will follow established rates and leverage our DEN onboarding manual to facilitate smooth integration and alignment with DEN processes and project goals.

Proven Experience | Previous DEN Concourse Expansions

We know DEN. Our core team has built trusted relationships across DEN and CCD through years of collaboration on major programs, including the previous CEP. This experience will be vital to applying lessons learned and driving cost-effective solutions for the Concourse C West Expansion.

- **Amy Gaddis** Design Manager (Architect*):
Led design and program setup for past CEP, and worked closely with previous DEN CEO
- **Hunter Wardlaw** Construction Manager (DEN PMT*): Oversaw B-East Expansion for DEN PMT
- **Bill Washburn** Sr. MEP Manager and Jet Fuel SME (DEN PMT*): Led Jet Fuel Flushing coordination at D1/D2 stations
- **Kaitlin Doherty** Operations Support (United Airlines*): Coordinated with DEN PMT for United operations and flight planning during CEP
- **Krystal Schumacher** Wayfinding Manager (DEN*): Directed wayfinding design selection and installation management
- **Scott Feuerstein** (DEN PMT *) Low Voltage Systems SME: Led low voltage systems
- **Lucas Van Schalkwyk** Independent Cost Estimator for CEP
- **Abel Garcia** United Corporate Real Estate Sr. Manager*: Coordinated UAL CRE projects with DEN PMT
- **Scott Maish** Designer (HNTB*): Focused on CEP West project delivery
- **Jackie Schiers** (JMB) provided contract administration under the construction team

**Completed with previous employer*

SUBCONSULTANT MANAGEMENT

V-1 has partnered with a wide array of subconsultants who have a strong local presence to support C West. Many of our partners are MWBE and SBE certified with key personnel based in Colorado with DEN experience. To keep the program costs on track, V-1 will issue task orders with clear, defined scopes that are easily quantified with established milestones and/or deliverables. All subconsultants will follow the established PMT quality check workflow when submitting deliverables to our stakeholders.

The PMT will meet internally on a consistent basis to discuss the upcoming project schedule and identify when it may be appropriate to bring in partners or when it will be necessary to right-size the team. We will focus on making the team as efficient as possible and eliminate or consolidate redundant positions and responsibilities as the project ebbs and flows.

UTILIZING EXISTING WORK FOR SMARTER DELIVERY

Our team is committed to building on what’s already been done effectively—maximizing efficiency, reducing redundancy, and ensuring continuity from past to present. We have direct experience with related scopes—including the De-Ice facility and civil improvements in this area of DEN’s airfield—giving us a head start in understanding site conditions, utilities, and coordination needs.

Embedded Knowledge of DEN Processes

We bring a deep understanding of DEN’s DEC project management systems, stakeholder engagement forums and permitting processes. This allows us to integrate existing reports, analyses, and work products into our workflows —saving time while aligning with DEN’s standards and expectations from the outset. Our team members have vast experience executing the Project Lifecycle while using programs such as Unifier, Workday, Textura, B2G, etc.

Applying Lessons Learned

At V-1, we don’t just document lessons learned—we embed them into our project execution strategy. From leadership to field staff, our entire team will be briefed on relevant insights and best practices, ensuring they are actively applied to complex elements of the project. Lessons learned will be shared with DEN for use on other projects and programs.

This approach drives smarter decision-making, more effective stakeholder communications, and stronger technical deliverables throughout the project lifecycle. We also recommend revisiting lessons learned during the project kickoff with DEN stakeholders to reinforce alignment and integrate shared knowledge from the start. This is also helpful to re-visit before certain stages of the project.

Past Lessons Learned

DEN GARDI

V-1’s major lesson learned on this project was the importance of having a contractor schedule and a stakeholder communication schedule. For example, if the contractor’s schedule is contractually obligated to 120 days, the DEN PMT team in alignment with DEN leadership will add 10% contingency to the contractor schedule and communicate that to stakeholders. This allows DEN DEC leadership to account for unforeseen changes or contractor issues that delay the project, but the schedule to the stakeholders can still be achieved. On this Concourse C West Expansion project, our team will coordinate with DEN leadership to develop alignment on a stakeholder schedule that will provide DEN contingency beyond the schedule provided by the contractor.

DEN B-West Concourse Expansion

Challenge: On the B-West Expansion, during the progress of utility construction, a live waterline had not been tested (weld and/or pressure testing) for acceptance which is believed to be the cause of the failure that led to the incident that caused damage, claims and delay in the schedule.

Solution: The team’s proposed solution was to develop and integrate construction schedules and phasing with QA management and Cx procedures pertaining to tying new construction into existing airport systems for uninterrupted service and acceptance of the systems as a whole. Essentially, we’d create a determined hold point to ensure all testing, inspections, and approvals are completed before any tie-in work occurs—providing a clear checkpoint for verifying system readiness, preventing premature connections, and mitigating risks of failure, service disruption, or rework that could impact cost and schedule.

COMPETITIVE EDGE

We have the Right Team

Our proposed team’s experience on the previous CEP gives us a strong competitive edge for the Concourse C West Expansion. We’ve seen the common pitfalls firsthand—and more importantly, we know how to avoid them. By applying real lessons learned and established best practices, we’re able to reduce inefficiencies and drive meaningful cost savings for DEN from day one. Simply put, we have the *right* team assigned to this project.

We are Aligned from the Start

Our strong working relationships with DEN stakeholders and familiarity with airline operations give us the unique foresight to anticipate needs, streamline communication, and align early with expectations. This minimizes costly rework, accelerates buy-in, and supports smoother project execution across the board.

We have Local Presence | Lower Costs, Faster Coordination

Our key personnel all reside or will be residing in Denver for this project. We will avoid out-of-state travel costs while providing full-time, high-touch support. Our proximity allows for quick mobilization, faster response times, and more hands-on coordination—keeping costs down and accessibility high.

Direct Cost Savings: By having our entire team, including V-1 personnel and all proposed key personnel, based locally, we drastically reduce travel, accommodation, and per diem costs.

Indirect Efficiency Gains: Our commitment to a fully local team ensures unparalleled responsiveness and availability. This proximity facilitates quicker on-site presence for meetings, problem-solving, and proactive engagement, minimizing the risk of costly delays. Furthermore, mobilization and demobilization expenses are significantly lower when the entire team is already based in Denver.

Onsite DEN Stakeholder Engagement with Schedule-Driven Results

Our key team members are already active onsite, enabling immediate engagement and face-to-face collaboration. This boots-on-the-ground presence allows us to keep critical path items moving, facilitate real-time decision-making, and maintain tight control over the schedule.



We’re Local

96% of our key staff resides in Colorado

Cost Savings Value

With our proximity and current presence at DEN, we know this result in cost-effectives for DEN



Fast-Results

We are all onsite and available for immediate needs. Our team is one call away



DEN Experience

Over 70 Projects

Completed at DEN between V-1 and our Partners



Concourse Expansion

Experience & Important Lessons Learned from DEN Projects



Tab 2 | DEN EDI Plan

V-1 has met all committed SBE participation goals set for every aviation project completed. We are ready and committed to meet the goal set for the Concourse C West Expansion project. We are committed to exceed the SBE goal set for this project.

2 DEN EDI Plan

V-1 Consulting

CORPORATE INITIATIVES TO EDI

As a minority- and SBE-certified business, V-1 Consulting is committed to advancing equity, diversity, and inclusion (EDI)—both within our firm and across the communities we serve. Our corporate culture is rooted in creating equitable opportunities for underrepresented voices, and we actively promote inclusive hiring, mentorship, and transparent/fair procurement practices. We leverage our certifications not just for compliance, but as a platform to foster meaningful partnerships with other small and diverse businesses. Our team reflects the diversity we champion, and we bring that same focus to the projects we support—ensuring EDI is not just a value, but a lived practice.

V-1 is currently refining our internal EDI plan through monthly staff meetings, focusing on actionable strategies that promote small business development. This includes establishing a Quarterly SBE Contractor/Vendor Award, recognizing outstanding partners publicly through LinkedIn to elevate their visibility and credibility within the industry.

Inclusive Hiring and Advancement

We prioritize hiring practices that reflect the diversity of the communities we work in. Our recruiting strategies actively engage with diverse-serving institutions. Internally, we promote equitable advancement by providing mentorship, professional development, and leadership opportunities for all employees.

EDI Culture Integration

Equity, diversity and inclusion are not siloed initiatives at V-1—they are embedded in our operations. We conduct internal trainings, inclusive-focused check-ins during staff meetings, and provide optional discussion forums to foster awareness and allyship among our team.

Employee Engagement and Retention

Through feedback loops, one-on-one development plans, and mental wellness support, we create an environment where diverse team members feel seen, heard, and valued. Our current team includes women, veterans, LGBTQ+ professionals, and individuals from underrepresented racial and ethnic groups.

Acknowledgment of EDI Section Requirements:

- ✓ A separate SBE Utilization Plan has been uploaded to BidNet for DSBO's review. This is also attached at the end of our submission with Bid Forms.
- ✓ V-1 is serving as the prime PMT and is not participating in a joint venture for this project; therefore, no joint venture agreement was required or submitted for approval.
- ✓ As a SBE-certified firm, V-1 meets the eligibility criteria to pursue this project as the prime.
- ✓ An SBE Participation Form has been submitted on BidNet in a separate document.
- ✓ As the SBE prime, we are confident in meeting our self-perform work percentage and achieving 30% participation on the PMT contract.

Building Capacity Through Partnerships AtkinsRéalis Mentorship Commitment

V-1's key partner, AtkinsRéalis, is mentoring a firm in partnership with DEN, as part of the City and County of Denver's Mentor-Protégé Program. In this role, AtkinsRéalis is supporting this firm in its efforts to enhance capacity to deliver digital solutions for DEN and other clients, as well as in creating a governance framework to support recruitment, retention, performance management, and other key operational tasks.

Their dedication to mentoring SBE firms on this project will play a vital role in its success.

EXTERNAL STRATEGIES FOR IMPACT
Strategic Partnerships with Like-Minded Firms

V-1 is collaborating with larger firms who have demonstrated EDI leadership and committed resources to building inclusive project teams. Together, we are focused on ensuring team composition and participation reflect the diverse population of the City and County of Denver.

Mentorship and Technical Assistance for SBEs

As the SBE prime, we will model inclusive leadership by mentoring smaller and emerging firms throughout this contract. We will provide guidance on invoicing, documentation, risk management, and capacity building to ensure their long-term success beyond this engagement. We will also be supported in these efforts by larger firms like AtkinsRéalis, Garver, and others.

PROCUREMENT

V-1 follows a structured and transparent procurement process to ensure the equitable engagement of qualified subconsultants and vendors. Our approach is aligned with the City and County of Denver’s procurement goals, particularly around promoting opportunities for Small Business Enterprises (SBEs),

Minority/Women-Owned Businesses (MWBs), and other disadvantaged firms.

TRACKING & REPORTING

This is such an important step to transparency of SBE participation. We will track EDI and SBE progress through:

- Monthly team reports reflecting SBE participation and mentorship activities
- Quarterly review of team composition and hiring pipelines
- Participation tracking in outreach and workforce development events
- Annual employee satisfaction surveys including EDI feedback
- All EDI progress will be shared with DEN stakeholders as part of regular project performance updates.

JMBangert (JMB), an SBE-certified firm, will support V-1 with tracking and reporting on this project. JMB has vast experience in supporting companies on DSBO compliance and reporting. They did this for the Turner-Flatiron Joint Venture team during the DEN Concourse Expansion Program.

KEY ELEMENTS OF OUR PROCUREMENT STRATEGY



1. Early Engagement of Certified Firms

We proactively identify and reach out to certified firms early in the project planning phase to ensure meaningful participation. This includes hosting outreach meetings, sharing scopes in accessible formats, and walking potential partners through requirements and expectations.



2. Outreach and Prequalification

We will coordinate with DEN’s Division of Small Business Opportunity (DSBO) and outreach partners (example: BCG, HCC, COMTO, SAME) to identify qualified firms. We assist with targeted outreach, information sessions, and one-on-one prequalification guidance to ensure firms are aware of upcoming opportunities and understand how to compete effectively.



3. Procurement Documentation and Oversight

Our PMT team helps develop and standardize procurement documentation (RFPs, RFQs, scoring rubrics, evaluation templates) to ensure consistency, fairness, and legal compliance. We also support proposal evaluation teams and facilitate transparent scoring processes that adhere to CCD and DEN procurement policies.



4. Mentorship and Capacity Building

Recognizing the PMT’s role in legacy-building, we will implement mentorship opportunities for smaller firms engaged in the program—helping them navigate contract requirements, build their back-office capabilities, and position themselves for future prime roles.

Commitment to Actively Engage in DEN Events for Your Project

As a prime PMT actively engaged in DEN contracts, we recognize the importance of participating in the *Taking Flight with DEN* event as the construction contract nears the procurement phase. Hunter Wardlaw has recently supported this initiative and will do so again for this contract. We will ensure the right team members are present in the breakroom to answer questions and engage meaningfully with interested participants. This level of involvement is a vital part of the DEN process—and one we approach with intention and commitment. We will also participate in DEN’s Tradeshow event on August 28, 2025 to ensure we are always engaging with the certified business community, beyond PMT partnerships at just DEN.

ENGAGEMENT IN BDTA (BUSINESS DEVELOPMENT TECHNICAL ASSISTANCE)

As part of our commitment to building a more inclusive and resilient industry, V-1 and our key partners will commit to being actively involved in the Business Development Technical Assistance (BDTA) program throughout the duration of our work on this contract and beyond.

BDTA represents a critical opportunity to uplift and empower certified small and disadvantaged firms by providing direct access to mentorship, technical training, and business development resources. Our team understands that meaningful participation goes beyond contract awards—it includes equipping firms with the tools and knowledge to grow sustainably and independently. **Our Role in BDTA Will Include:**

1. Providing Technical Guidance

V-1 team members will serve as mentors and technical advisors to BDTA participants. We’ll provide hands-on support in areas such as project controls, proposal preparation, invoicing, QA/QC processes, and construction management best practices.

2. Hosting Knowledge-Sharing Workshops

We will coordinate efforts with DEN and DSBO to deliver or co-facilitate quarterly training workshops tailored to BDTA participants.

3. Creating Subcontractor Integration Opportunities

Whenever possible, we will integrate BDTA-graduated firms into our scopes of work as subcontractors or service providers, giving them the chance to gain direct project experience under our guidance. These engagements will be structured for learning, with regular check-ins and performance reviews to ensure knowledge transfer and business growth.

4. Promoting Networking and Visibility

We’ll help BDTA-graduated firms expand their network by introducing them to other primes and stakeholders on the project, advocating for their inclusion on upcoming bids, and highlighting their successes in our communications and team meetings.

Maintaining engagement with certified firms interested in work at DEN is essential to sustaining a strong and diverse pool of qualified businesses. By continuing to build relationships and provide opportunities beyond certification, we help ensure that our network of certified firms remains active, capable, and well-positioned for future participation.

Engaging with our Youth

To support workforce development and pipeline growth, we actively participate in internship programs through the Construction Management Association of America (CMAA) and Denver Public Schools, connecting students with emerging SBE firms for hands-on experience. We also collaborate with Junior Achievement and Mile High Youth Corps to expose youth from diverse backgrounds to construction and engineering careers—ensuring a long-term talent pipeline for small businesses.



MEETING SBE PARTICIPATION ON YOUR PROJECT

In the organizational chart included in Section 4, we’ve clearly identified all employees representing SBE-certified firms to provide full transparency into anticipated SBE participation. Below is a list of our SBE partners and their estimated participation percentages for this contract. **We are committing 62% in SBE participation for this project.**

Table 2.1: SBE Partnerships Breakdown

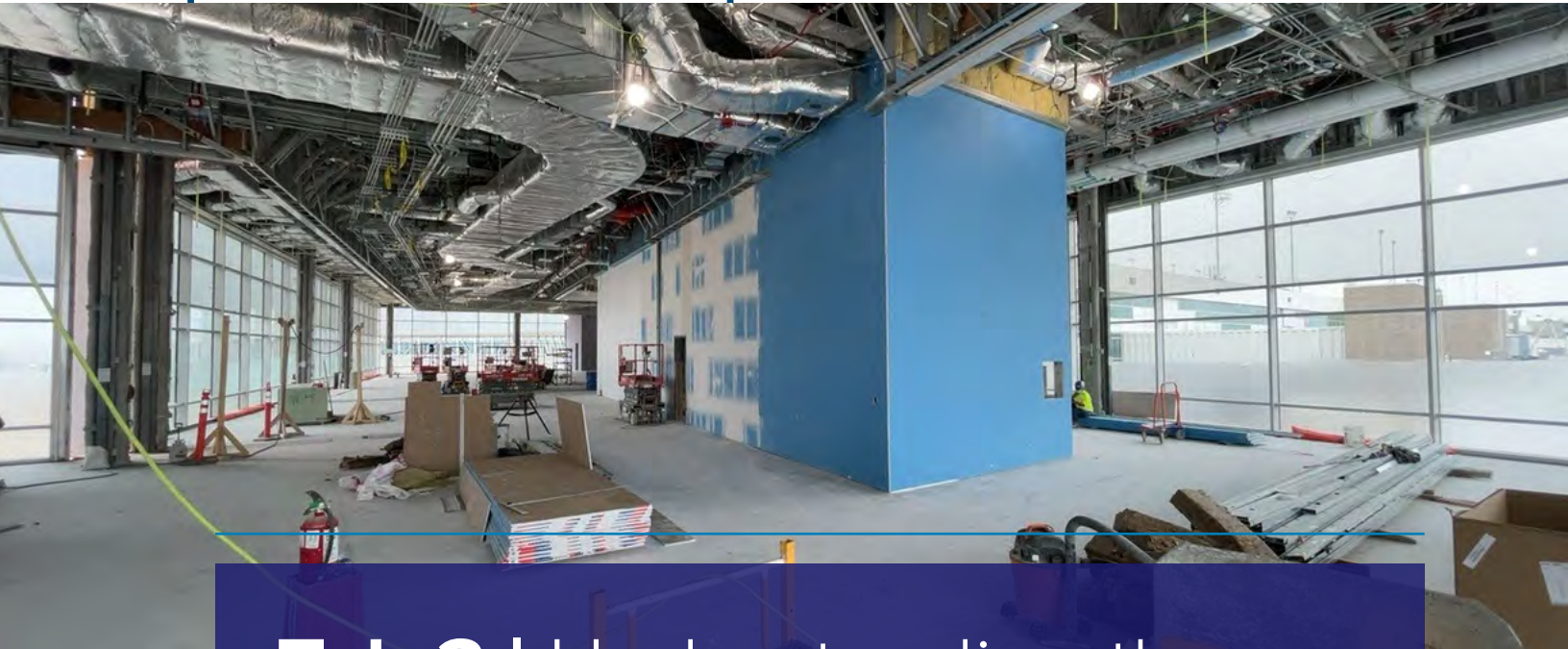
Firm	Approximate Percentage of Contract Involvement
SBE	
V-1	30% (Self-Performed)
Walker Solutions	5%
ID8 Design Consulting	5%
J.A.Watts (JWI)	3%
JMBangert	3%
BBH Management	5%
Axiom	5%
Path EGD	2%
Yeh & Associates	5%
Non SBE	
Garver	10%
AtkinsRéalis	12%
Ardurra	10%
GROUND Engineering Consultants, Inc.	2.5%
J.R. Harris <i>Will be pursuing SBE in Fall 2025</i>	2.5%

If additional participation is needed to fulfill unique scopes of work, we are committed to ensuring certified SBE firms have a fair and transparent opportunity to pursue those opportunities. Our team will actively identify specialized needs early in the process and conduct targeted outreach to qualified SBE firms. This includes sharing scope details, providing technical assistance, if needed, and creating a clear path for inclusion through equitable procurement practices. Our goal is to ensure meaningful participation at every stage of the project. J.R. Harris plans to pursue SBE certification in Fall 2025 under new leadership, and V-1 is prepared to support them through the process as needed.

We will also support the selected construction team in achieving their SBE and workforce goals, understanding that their performance is integral to the overall success of the program.

EQUITY IN ACTION | REAL RESULTS THROUGH SBE PARTNERSHIP

V-1 partnered with a certified SBE firm on an airline lounge project at Newark, New Jersey. Beyond successfully delivering a fast-paced, tenant-driven scope, the partnership led to the creation of three new jobs for diverse suppliers and helped the SBE firm qualify for additional aviation pursuits. This outcome reflects our belief that meaningful SBE engagement goes beyond compliance—it’s about building capacity, opening doors, and advancing equity in the industry.



Tab 3 | Understanding the Project, Proposed Work Plan & Project Approach

3

Understanding the Project, Proposed Work Plan & Project Approach

V-1 Consulting

SCOPE OF WORK UNDERSTANDING

V-1 Consulting understands the Concourse C West Expansion project represents a key component of DEN's Vision 100 growth strategy, requiring the integration of new gates, passenger amenities, back-of-house operations, and utility systems within an active airfield environment.

The Concourse C West Expansion will add new gates, holdrooms, and support spaces to accommodate increasing passenger demand. This work must be delivered within an active airfield environment, requiring careful phasing and coordination with operations, airlines, concessions, and TSA. The scope includes utility extensions, MEP systems, baggage handling integration, and tenant build-outs, all aligned with DEN design standards and sustainability goals. We understand the importance of maintaining uninterrupted operations and aligning all stakeholders around clear, phased delivery milestones.

Our Complexity and Challenges Section truly demonstrates our understanding of this project's unique scopes. Below are key actions needed to ensure success on a project of this complexity.

Approach and Philosophy | Proactive Leadership, Purposeful Execution

Our approach is based on early planning, proactive communication, and hands-on leadership. We will prioritize alignment with DEN and airline stakeholders from the start to prevent rework, streamline decision-making, and maintain continuous operations. Drawing on our team's experience from the previous CEP, we know how to manage phased construction, identify and assess risk, mitigate impacts on airport operations, and coordinate across multiple user groups—including airline affairs, concessions, baggage handling, and TSA requirements.

Our no-handoff philosophy ensures key personnel remain engaged from design through closeout, maintaining continuity and accountability. We will leverage a lean team structure, with local staff who are readily available, and use technology tools like

LiDAR, BIM, and centralized document control to minimize errors and improve efficiency.

Close Coordination with DEN Stakeholders

If selected, V-1 will serve as DEN's sponsor representative and be responsible for delivering C West in the most cost and time-efficient manner. Our key personnel have experience successfully delivering DEN projects and are familiar with DEN's Project Life Cycle and processes. Our team will work closely with DEN stakeholders and develop a Stakeholder Communication and Reporting Matrix to ensure information is disseminated appropriately and at regular intervals as approved by DEN.

Knowledge Capturing | Adapting to Lessons Learned

We will treat every step as a best practice opportunity, aligning with DEC standards while identifying process and procedural improvements for future use across DEC projects. Adapting to lessons learned is critical on large-scale programs like C West.

COMPLEXITY & CHALLENGES

At DEN, where coordination and adaptability are critical, we will remain vigilant and proactive in anticipating and addressing potential obstacles. Our team will establish a Risk Working Group to maintain and actively manage the risk register, regularly updating and escalating key risks to DEN leadership. Risk management will also be integrated across other PMT working groups to ensure ongoing coordination and issue elevation. **Below, we've outlined several key challenges we're prepared to navigate.**

Proactive Approach to Stakeholder-Driven Design Changes

A key challenge for projects of this complexity that often goes underestimated is the impact of stakeholder-driven design changes during construction—particularly related to airline operations and concessions. To mitigate disruptions, we incorporate recurring stakeholder touchpoints and embed flexibility into our schedules and phasing strategies.

V-1's successful completions on the A-West United Lounge and C-West Ground Load Facility shows our ability to anticipate evolving needs while keeping projects on track. We are also supported by Amy Gaddis, a seasoned design manager who played a critical role in setting up the design framework for DEN's previous CEP. Her understanding of DEN protocols, stakeholder expectations, and operational requirements ensures our team remains aligned with DEN's vision from design through delivery

Complex Phasing & Risk Mitigation Management

To manage complex phasing, the V-1 PMT will lead stakeholder workshops to define project goals, review lessons learned, and align concurrent efforts. A risk register will be developed to identify and quantify risks, enabling proactive contingency planning and rapid response to changing conditions. Our Risk Working Group will maintain and actively manage the risk register, regularly updating and escalating key risks to DEN leadership. Risk management will also be integrated across other PMT working groups to ensure ongoing coordination and issue elevation.

Critical Field-Level Coordination for MEP and System Tie-Ins

MEP integration and system tie-ins are frequently on the critical path, requiring effective field-level coordination. Our MEP leadership team conducts regular job walks and conflict-resolution meetings to detect issues early, ensuring each turnover phase is fully prepared.

We recognize the unique complexities of this major scope and have solutions in place for key construction challenges, including:

- **Basement Demo, Excavation & Foundation Installation**
- **Baggage Enabling Work:** Involving apron access from the existing basement into the new expansion area—a must for early stakeholder coordination.
- **Maintaining Gate Operations:** Construction phasing will be planned to ensure existing gates remain operational.
- **Passenger Loading Bridge (PLB) Modifications:** May require rerouting or extensions to accommodate phasing.

- **Hold Room Reconfiguration:** Existing hold rooms will be modified and separated via construction walls to maintain safe and functional operations, including impacts to apron-level offices.
- **Tenant Relocations:** Coordination with ORAT will guide the relocation of occupants and operational offices.
- **Concessions Planning:** Existing concession areas may be converted to hold rooms post-enabling, likely after substantial completion of the expansion.

Wayfinding

For the previous CEP, our proposed wayfinding subject matter expert (SME), Krystal Schumacher led the development and coordination of the wayfinding strategy across concourses A-West, B-East, and C-East. With 39 new gates, expanded holdrooms, and passenger-focused features like outdoor decks and modern amenities, the project required thoughtful signage integration that supported phased openings, intuitive navigation, and long-term functionality. Krystal collaborated with DEN stakeholders, design teams, and contractors to align signage with architectural vision, operational flows, infrastructure, and digital system planning.

Wayfinding Lessons Learned were:

- Prioritize Early Integration
- Understand Infrastructure
- Lean into Prototyping
- Digital Requires Detail
- Set Clear Parameters
- Plan for Longevity

Infrastructure Tie-Ins & System Activation

Our team will coordinate closely with DEN SMEs, Asset Management, Maintenance, and AHJs to plan system tie-ins and shutdowns with minimal operational disruption.

Example: Installed hot water express lines from the center core to the outer concourses to meet new expansion demands.

Jet Fuel Coordination

Jet fuel system coordination is one of the most complex and risk-sensitive scopes on any airside construction project—especially at a live, high-traffic airport like DEN. Fuel infrastructure must be upgraded or expanded without disrupting daily operations, while also meeting the highest standards of safety, compliance, and technical performance. We will develop detailed fuel system work plans to minimize disruption during gate activations.

Example: At B-East, our team expanded the jet fuel main pipeline to support 10 new gates, constructed three new fuel vaults, and installed 10 new hydrant pits—coordinating closely with airlines, DEN operations, and fuel providers.

Proof of Challenge Mitigation: As part of the previous CEP, Adurra implemented several processes to enhance and streamline both design and construction procedures at DEN:

- **MEP:** Weekly design review sessions, Bluebeam Studio workshops, and ongoing coordination from design through turnover.
- **Fueling:** Implemented ATA fuel procedures and standardized the DEN Fuel DSM and Master Specifications. Adurra also developed and built the temporary fuel flushing facilities at Fuel Vaults D1 & D2 to meet the ATA 103 requirements and reduce impact to operations. Standardized the EFSO Push Station design and streamlined processes to develop uniformity of design and installation of hydrant fueling across multiple projects.
- **Deicing:** Authored DEN’s first Deice DSM/ specs, designed automated systems with advanced metering and controls—improving fluid management and turnaround time.

Table 3.1: Stakeholder & Project Delivery Challenges

	Challenge & Complexity	Strategy
Stakeholder Management	Maintaining stakeholder visibility and engagement in key decisions	Facilitate stakeholder integration through periodic debrief communications and involvement with stage gate reviews
	Ineffective communication results in misalignment with stakeholders	Develop a communication plan with established <i>type</i> and <i>frequency</i> of stakeholder engagement
	Confusion with project definition and scope results in downstream challenges	Decompose the design analysis report in easy to understand language for stakeholders
	Lack of alignment with AHJ for project delivery and phasing	Use AHJ Permit Coordinator to provide regular communication
Project Delivery	Tariff impacts to material costs and scheduled availability	Early identification of long-lead materials impacted by tariff restrictions Use AtkinsRéalis and other national partner knowledge for material trends
	Maintaining overall schedule and cost requirements	Implement project controls methods and systems to monitor progress Ensure contract terms and conditions describe cost and schedule expectations
	Minimizing impacts to airport operations	Develop construction logistics plan early in project process Update plan as design informs operations impacts. Involve Stakeholders early



Bill Washburn

The fuel system is a critical element, and with a top aviation fuel expert on our team, we're ready to deliver a seamless, efficient process.

Fuel System Permitting, Testing, and Activation Oversight

Having Ardurra and Bill Washburn on our team ensures immediate value through proven expertise and a thorough understanding of DEN’s fuel and deicing systems. Bill’s leadership as the Jet Fuel and Deicing Systems SME on the Concourse Expansion Program included oversight of six aviation fuel projects, two deicing facilities, and multiple EFSO upgrades—all while ensuring coordination with DEN stakeholders, DEC, Environmental & Ops, and the Fuel Consortium.

Our team’s management of aviation fueling and advanced automated deicing systems demonstrates our deep understanding of DEN’s operational needs and safety standards. Bill’s leadership and coordination with Airport Operations, CMARs, subcontractors, and fuel QA teams ensures each phase—from flushing through testing to final acceptance—is executed smoothly. His efforts have enabled DEN to safely deliver over 1.9 million gallons of aviation fuel per day with minimal impact to operations.

Delivery Method & Procurement Strategy Support

Our team will take a proactive and strategic approach to procurement by conducting early scope assessments that align with DEN’s goals for efficiency, budget control, and risk mitigation. Leveraging DEN’s Project Delivery Selection Guide, we will evaluate the most effective delivery methods for the scope of work based on complexity, schedule sensitivity, and market conditions. We will also identify enabling work opportunities and recommend packaging strategies that streamline permitting, reduce trade overlap, and encourage competitive participation from SBE firms. Throughout this process, we will work collaboratively with DEN staff to ensure alignment on goals, gain early buy-in on delivery decisions, and maintain flexibility to adapt to evolving project needs.

Tenant Space Build-Out

We will work closely with DEN, concessionaires, and airline stakeholders to align tenant design and construction schedules with the overall expansion milestones—ensuring no delays in space turnover. Our team will facilitate early engagement with tenants to confirm program requirements, coordinate utility and infrastructure needs, and provide guidance on DEN standards and permitting pathways. By integrating tenant scope planning into the base building design and construction phases, we can identify opportunities to pre-install shared infrastructure, reduce scope gaps, and avoid rework.

We’ll also support DEN with reviewing tenant design submittals, managing construction logistics, and ensuring quality and compliance through regular field coordination.

Baggage Handling System (BHS) Expertise in Action

For over five years, V-1 has successfully managed BHS projects at DEN—coordinating with airport stakeholders, TSA, and airline partners to deliver complex systems without disrupting daily operations. Our team brings over 20 years of combined BHS experience at DEN alone, making us one of the most experienced BHS Owner Representatives in the region. From the Level 6 Oversize Self Bag Drops to the 1E–2E Post-Screening Crossover, we’ve led BHS work across all phases—from design oversight and stakeholder engagement to activation. Currently, we serve as the Owner’s Representative for the TSA Recapitalization and BHS Modernization Project.

This upcoming expansion will face the same coordination, scheduling, and operational challenges we’ve already solved. We will ensure the BHS system complexities have detailed oversight from program setup through commissioning.



Hunter Wardlaw
Program Manager

Strong Leadership is Essential to Navigating Project Challenges

As program manager, Hunter Wardlaw will oversee all aspects of project delivery—managing design, construction, stakeholder coordination, and risk mitigation across the entire program. With a proven track record leading complex airside and concourse projects at DEN, including the \$700M A-West & B-West Expansion and multiple gate apron and jet fuel infrastructure projects, Hunter brings strong familiarity with DEN operations, stakeholder expectations, and technical systems. He has four years of contractor experience for complex projects, including leading the first task order on the DEN CEP—A26/A28 Passenger Loading Bridge extension with the Turner-Flatiron JV. He later joined the DEN PMT as construction manager for the \$220M Concourse B-East 10-Gate Expansion. His perspective across the contractor, owner, and PMT roles serves as the glue that keeps our team aligned and focused on overcoming challenges.

Low Voltage Systems

The low voltage systems scope presents challenges involving the integration of airport security systems, evolving TSA regulations, and coordination across multiple technical teams. To manage these issues effectively, our approach—led by Low Voltage SME Scott Feuerstein—focuses on early design-phase alignment, rigorous technical oversight, and continuous stakeholder engagement. Scott will lead detailed design reviews, interpret and apply regulatory requirements, and coordinate cross-discipline efforts to ensure all systems (access control, DAS, ECS, structured cabling, cameras) meet DEN, CCD, and TSA standards.

We'll hold targeted working sessions with key stakeholders and the design team to address scope gaps early and streamline RFI/submittal responses. Field changes will be managed through real-time collaboration and documented resolution strategies. Drawing on Scott's experience as DEN's former program security manager, Scott will lead permitting coordination, manage system transitions, and implement phased commissioning strategies—ensuring a smooth, secure, and compliant delivery from design through closeout.

The Concourse C West Expansion demands more than execution—it requires leadership, innovation, and a deep understanding of DEN's priorities. We're ready to deliver a smart, passenger-focused project that reflects DEN's vision and supports its path to becoming the preeminent thought leader in aviation.



Kathryn Stevens, Civil Manager

With civil infrastructure experience at DEN and a hands-on, organized approach to stakeholder coordination, Kathryn is the ideal civil manager to support challenges under this scope. Kathryn's field presence, weekly site walks, and quick issue resolution ensure construction stays on track, while her understanding of DEN systems like Unifier and Textura helps expedite approvals. Her experience managing complex airfield projects, from the 7th Runway Program to TW FGH, proves she can navigate phasing, permitting, and tight timelines—all while keeping DEN leadership informed and engaged.



Kaitlin Doherty, ORAT / Stakeholder Coordination

Kaitlin brings a unique and invaluable perspective to ORAT and stakeholder coordination, shaped by her prior role as a Senior Manager for United Airlines at DEN. Having led United's Denver Growth Strategy Program and managing operational project execution across terminal, airside, and support spaces, Kaitlin understands firsthand the priorities, pain points, and protocols of both airport stakeholders and airline operations. Her insider knowledge of airport operations makes her the ideal leader to support ORAT and stakeholder management.

PROJECT MANAGEMENT & ORGANIZATION APPROACH

Our management and organization approach is based on accountability, collaboration, proactive communication, and a clear chain of command, all supported by a team that is local, experienced, and fully engaged from start to finish.

With key team members serving interdisciplinary roles and drawing from past DEN concourse experience, we've designed an organizational structure that reduces redundancy and keeps execution tightly aligned with DEN's goals. V-1's approach is to deliver quality results every time by drawing upon our team of knowledgeable SME's as appropriate.

V-1 will implement an action-oriented approach to quality control process and is committed to delivering this program in an efficient, cost-effective manner. We will begin the program by developing robust Key Performance Indicators (KPI's) to monitor program health and progress. These will be monitored consistently throughout the program and serve as early indicators to determine if the program team needs to adapt or pivot. Our team is familiar with the regulations and criteria that govern the airport environment and has experience successfully delivering project within these rules and regulations.

Our key team members have established trusted relationships with DEN stakeholders as well as local and federal agencies. These connections will be instrumental in shaping a well-structured, collaborative team and ensuring clear communication and alignment throughout the life of the project.

KEYS TO STAYING ON SCHEDULE

Two-Tiered Scheduling for Clarity and Flexibility

We will use a dual-track scheduling approach to ensure clarity for all stakeholders. Our internal working schedule—shared with DEN leadership—will be built with strategic float to absorb impacts without affecting key milestones. Separately, we tailor messaging and milestone visibility for external stakeholders like airlines, concessions and TSA to ensure alignment without overexposing internal contingencies.

This ensures flexibility in operations while maintaining transparency with DEN decision-makers.

Vetting Durations Based on Real-World Experience

We don't take proposed durations at face value. Leveraging our experience from the previous CEP and other DEN projects, we will perform a detailed vetting of the Design Team's and Contractor's schedules, confirming that critical durations, particularly those tied to infrastructure, tie-ins, and specialty systems, are realistic. This detailed review process reduces the risk of downstream surprises and keeps the full delivery team accountable to achievable timelines.

Proactive Permit and Design Review Coordination

Permitting and design reviews can be one of the greatest schedule risks on DEN projects. To mitigate this, we've assigned a dedicated permit coordinator who will lead weekly meetings with AHJs and supporting entities, ensuring submittals are complete, comments are resolved quickly, and reviews remain on track. This coordination creates a reliable permitting path and protects the critical path from preventable delays.

Local, Embedded Team = Fast Decisions

With a local team, we eliminate lag time caused by travel or remote coordination. Our team is embedded on site and easily accessible to DEN staff and stakeholders—ensuring faster decisions, real-time issue resolution, and seamless coordination across all disciplines. Our team plans to work at DEN and if a dedicated space is provided to the PMT, our staff will be onsite daily to ensure real-time decision making can be done quickly.

Change Management

Establishing a detailed baseline schedule and consistent updating will be critical to the program. Our team will include reasonable durations within our schedule that are developed from our past project experience. We will include *owner float* within our schedule to give DEN a mechanism to respond to changes, without impacting key milestone dates or having to respond with monetary incentives for acceleration.

One of the key functions of our PMT will be to hold task owners accountable for their schedule performance whether that be a Stakeholder input, Owner review, or Contractor deliverable. When schedule changes are requested, the controls team will evaluate the change driver to determine the root cause, determine accountability, identify subsequent impacts, and to determine the best mitigation measures. These measures might include amended task durations with additional costs (as appropriate), project cost for schedule recovery, or schedule revision to achieve key milestones.

V-1 will hold regular progress meetings to discuss schedule progress required schedule and any changes or modifications will be presented to DEN for approval. External entities will also be engaged and informed in a timely and coordinated manner.

APPROACH TO INTEGRATING WITH DEN’S INTEGRATED PROGRAM DELIVERY

Our team is already working closely with DEN’s Design, Engineering, and Construction (DEC) teams on other projects, giving us a strong foundation of familiarity with the processes, systems and people involved. This continuity ensures a smooth transition into expanded roles within the integrated program delivery framework and allows us to contribute from day one without onboarding delays.

Because our team is local, we’re flexible and positioned to adapt quickly to changes in scope, sequencing, or resource needs. Our embedded staff can shift focus in real time, helping maintain alignment across the broader delivery team and ensuring that DEN’s program-level goals are never siloed by individual project challenges. We maintain regular coordination with all partners,

including DEN leadership, design teams, and construction managers, to ensure that workflows remain integrated, expectations are aligned, and decisions are made with full context.

Lean & Efficient Project Delivery

We will bring a lean project management approach that complements DEN’s integrated program delivery model. With multiple ongoing efforts at DEN, we are intentional about avoiding duplication of efforts, aligning timelines, and creating efficiency across overlapping scopes. This lean mindset helps reduce friction between concurrent projects and maximizes the value of shared resources and data.

A lean best practice that we can implement on this project is pull-planning efforts with key stakeholders. Pull planning is a collaborative scheduling method where project team members work backward from a target completion date to identify and align key milestones. This approach ensures each task is driven by downstream needs, promoting accountability and reducing delays. Pull planning is helpful when building our schedules with the construction team and key subcontractors to ensure we’re holding to the projects schedule and quality goals.

COORDINATING WITH OTHER ENTITIES

From day one, we integrate operational goals into every phase of the project—not just design and construction. By planning with activation in mind, we ensure a smooth transition, fully functional systems, and stakeholders who are informed, aligned, and ready for day-one operations. V-1 has a strong track record of working collaboratively with the DEN DEC group to effectively coordinate project alignment with other affected entities.

Approach to Entity Engagement Includes



Identify and engage key partners early



Weekly meetings throughout the project to coordinate activities



Ensure key parties are integrated into design reviews



Create necessary phasing plans to ensure coordinated efforts



Ensure operational testing is in alignment with DEN’s goals

Our processes are structured to align with existing workflows, meeting cadence, and document requirements—ensuring we integrate smoothly into the larger integrated project delivery model without duplicating efforts or creating bottlenecks.

Project Lifecycle Integration (PLC + DLC)

We align closely with DEN’s Project Lifecycle (PLC) and Delivery Lifecycle (DLC) frameworks to ensure each phase—from planning through activation—is fully supported. Our work on Project Kitty Hawk is a example of taking a project from concept through completion with full stakeholder satisfaction, applying consistent coordination and documentation throughout every stage.

Example: Our team has performed the tasks within the PLC on the current DEN DEC IPMSS SBE Infrastructure PMSS contract and Facilities PMSS contract. This includes starting at the define stage, through design, construction and closeout. We’ve implemented all required DEN PLC procedures on projects such as runway rehabilitations, Gate Apron Rehabilitation and Drainage Improvements (GARDI), Pena Boulevard, Concourse B Wayfinding, and many other projects.

As highlighted throughout our qualifications, several key team members played pivotal roles in the previous DEN Concourse Expansion Program—supporting efforts from early program definition and conceptual design through construction and closeout. This project also required extensive coordination with multiple external entities whose work directly interfaced with the program. Our team brings hands-on knowledge of what worked well and what could be improved, allowing the team to proactively mitigate risks with this engagement.

Cross-Functional Collaboration with External Entities

We recognize the involvement of critical external stakeholders such as TSA, airlines, operations, concessions, utilities, and other airport tenants. We will work collaboratively with these entities to align schedules, minimize disruptions to active operations, and ensure their unique requirements are incorporated into project planning and execution. Through structured coordination meetings, stakeholder updates, and integrated decision-making processes, we will ensure these partners remain informed, involved, and supported throughout the life of the project.

DESIGN MANAGEMENT

- Work with DEN to clearly define goals
- Consistent stakeholder updates related to design aesthetics for technical solutions
- Design team to provide material samples of finishes for DEN Management review and approval
- MEP Coordination with DEN BIM team for smooth integration with existing systems
- Stakeholder Design Reviews at 30%, 60%, 90%
- Permitting coordination with AHJs throughout design and construction changes

Design Leadership Differentiators:
Amy Gaddis brings significant design expertise shaped by her role as design program manager on DEN’s previous Concourse Expansion Program, where she collaborated directly with former DEN CEO Kim Day to shape the program’s overall vision. Her leadership helped guide complex design decisions that aligned with stakeholder priorities and long-term airport goals.

Scott Maish adds further depth with his experience at AtkinsRéalis, where he led multidisciplinary teams on large-scale aviation programs. His focus on design integration and project delivery has been instrumental in driving efficient, high-quality outcomes for clients like DEN.

AMY GADDIS
Design Manager

SCOTT MAISH
Building Design Lead

Example: On the current GARDI program, V-1 has daily coordinations with airside operations, airline affairs, airlines and other tenant projects to ensure the project schedules and work plans minimize the impact on their operations. Our site manager will perform site walks with these stakeholders to coordinate the detailed plan and provide the stakeholders to be invested in the work plan.

Temporary utility shutdowns, vehicle service road relocations, and tenant construction activities are examples of typical coordinations that our team will need to do on a daily basis on C West Concourse Expansion in order to minimize operational impacts.

Stakeholder Communication Plan & Matrix

A core component of our approach will be a clear Stakeholder Communication Matrix, built at the start of the define phase and maintained throughout delivery. This tool identifies all internal and external stakeholders, establishes communication protocols, and defines escalation paths. It’s how we stay proactive in messaging, responsive to feedback, and accountable to all involved parties.

Process Mapping and Flowcharts for Clarity

We will develop clear process flowcharts for submittals, design reviews, stakeholder engagement, and readiness checklists. These tools keep everyone aligned, clarify ownership, and help us meet key deadlines without confusion.

Risk Management

Risk management is an iterative process that relies on objective, unbiased logic. The V-1 PMT team’s approach to risk management will include regular risk reviews, a *living* risk register, and frequent communication with Stakeholders to bring awareness to potential and realized risks. Items on the risk register will drive the overall program scope, schedule, and budget as we build in contingency. We will proactively engage external groups—such as airlines, DEN Operations, and other concurrent project teams—to identify shared risks early, align mitigation strategies, and ensure coordinated execution.

CONSTRUCTION MANAGEMENT

- Stakeholder site walks prior to starting each scope
- Ensure safety is always top of mind in every meeting and operation
- Weekly meeting with operations, planning and airline affairs
- Meetings with DEN tactical planning and ORAT to coordinate with DEN tenants and other projects
- Work daily with contractor field supervision and DEN quality assurance to review all issues and agree upon solutions
- Review risk matrix and develop work plans to mitigate the risks

Leadership Differentiators:

Construction Manager Justin Cooper of Garver led the successful delivery of over 6,000 linear feet of DEN’s Taxiway EE project, which earned recognition for its cost-saving innovations and early completion. With 15 years of aviation experience, Justin is a seasoned DEN construction expert known for his collaborative leadership and client-first approach on site.

Site Manager Jay Filkins of AtkinsRéalis brings 25 years of industry experience and has managed over 70 projects at DEN. With deep knowledge of DEN processes and a strong working relationship with V-1 Consulting, Jay will be a key asset in driving construction success through process-driven leadership. Jay has a strong working relationship with V-1 Consulting by co-managing the GARDI Program. Jay is integral to field coordination with the stakeholders, contractor and engineer.



JUSTIN COOPER

Construction Manager



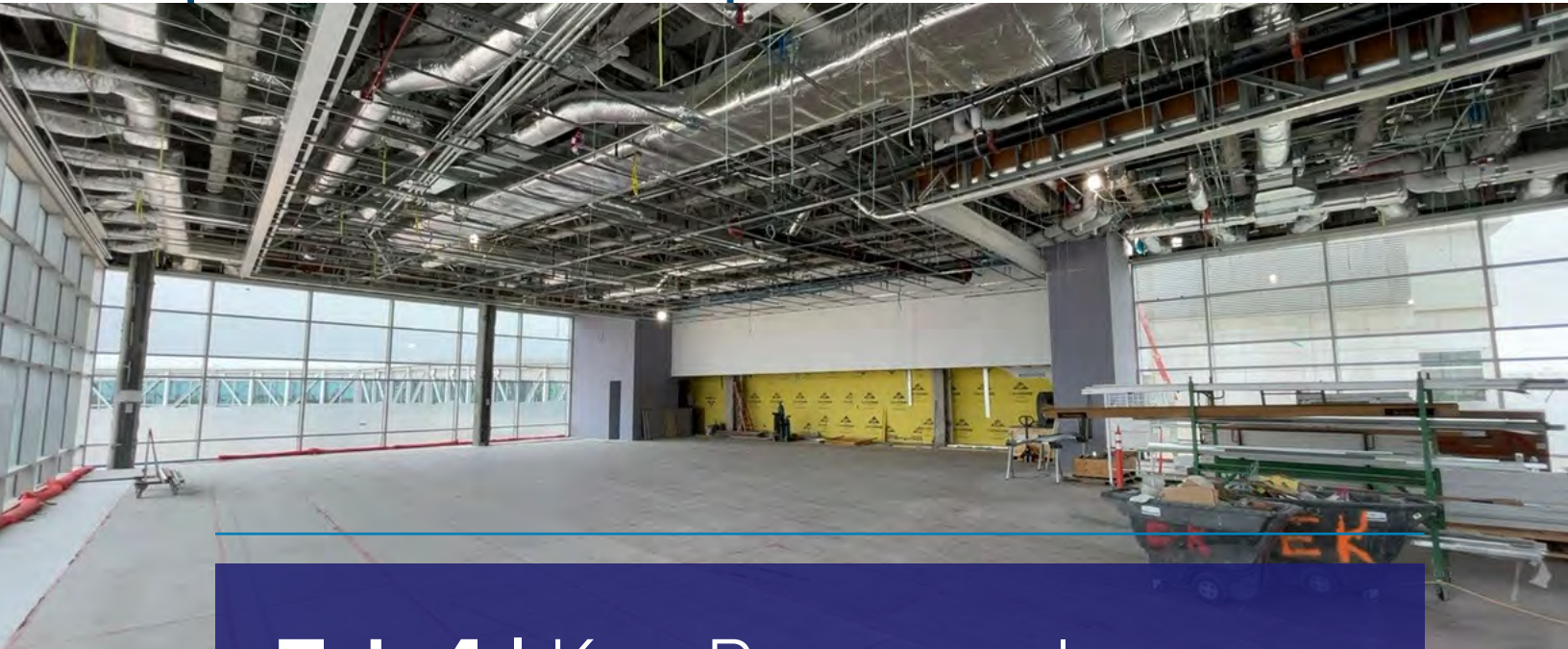
JAY FILKENS

Site Manager

PROGRAM METHODS & PROGRESS REPORTING

We are highly experienced in navigating DEN's processes, systems, and software to effectively manage all phases of a project. The overview below highlights the key tools and platforms we use to support each project area.

	Program Governance	Program Controls	Quality	Safety	Design / Construction Management	Document Controls
Program Management Methods	- Follow DEN's Project Lifecycle (Definition, Planning, Execution, Closeout) - Develop Project Management Plan (PMP) and Project Charter during definition stage - Project Business Case approval required before moving forward	- Regular design/construction coordination meetings - Track funding, budget, invoicing, and schedule updates - Stakeholder engagement and reporting - DSBO/SBE goal tracking	- Five-step quality control process - Quality assurance and control tracked through inspections and non-conformance logs - Non-Conformance Reports (NCRs) managed via Unifier	- Compliance with DEN Safety Management System (SMS) - Safety Risk Management Panel reviews - ROCIP (Rolling Owner Controlled Insurance Program) compliance	- Design coordination and constructability reviews - Construction phasing and shutdown coordination - Regular updates to stakeholders	- Centralized documentation tracking and approval workflows - Ensure document versioning and audit trails
Systems/Tools	- Project Management Plan (PMP) - Project Charter - Project Lifecycle Framework (DEN standard)	- Unifier – Submittals, RFPs, task initiations, budget/funding requests, RFIs, invoicing - Textura – Invoicing - Workday – Purchase order tracking and budget status - Primavera P6 – Scheduling - Power BI – Stakeholder and sponsor reporting - B2G – Diversity and small business goal tracking - PMO Forms – Standard forms and processes	- Autodesk 360/ Autodesk Cloud – Field quality tracking - Unifier – Non-Conformance tracking and reporting	- ROCIP Guidelines - DEN SMS documentation and review panel process	- Unifier – Project task tracking - Stakeholder Narrative Updates - SharePoint – Information sharing and storage - Veoci – Airfield closures coordination - DEN Procurement Forms - Bluebeam – Plan and spec reviews - NOTAMs – For pilot and airfield operations notifications	- SharePoint - Unifier - Project Management Office Forms - DEN Procurement Forms - Textura - Workday - AdobeSign – Document signing and compliance - Power BI – Status dashboards and tracking - Bluebeam – Reviews and markups



Tab 4 | Key Personnel, Ability to Respond & Long- term Commitment

4

Key Personnel, Ability to Respond & Long-term Commitment

V-1 Consulting

V-1 Consulting has a clear understanding of the Concourse C West Expansion's operational, scheduling, and technical requirements. Our team structure and experience allow us to:

- **Deliver Full-Scope Support:** We are led with precision and purpose. From programming, design, preconstruction planning, stakeholder alignment, construction administration, through closeout with a strong focus on cost control, schedule adherence, and activation readiness.
- **Seamlessly Integrate with DEN & Other Contractors:** We have a proven track record of collaborating with DEN's Design, Engineering, and Construction (DEC) team, Airline partners, and other program stakeholders. Our staff is fully local and familiar with DEN systems,

streamlining coordination and enabling fast response to field conditions and design changes.

- **Facilitate Communication & Coordination:** We will provide proactive communication through tools like stakeholder matrices, meeting facilitation, and dashboard reporting—ensuring alignment between all project entities.

Our team and partners are committed to the long-term success of this project through consistent leadership, deep local relationships, and ongoing engagement with DEN. With a strong presence at the airport and aligned values, we bring continuity, accountability, and a shared focus on delivering lasting, passenger experience-driven results.

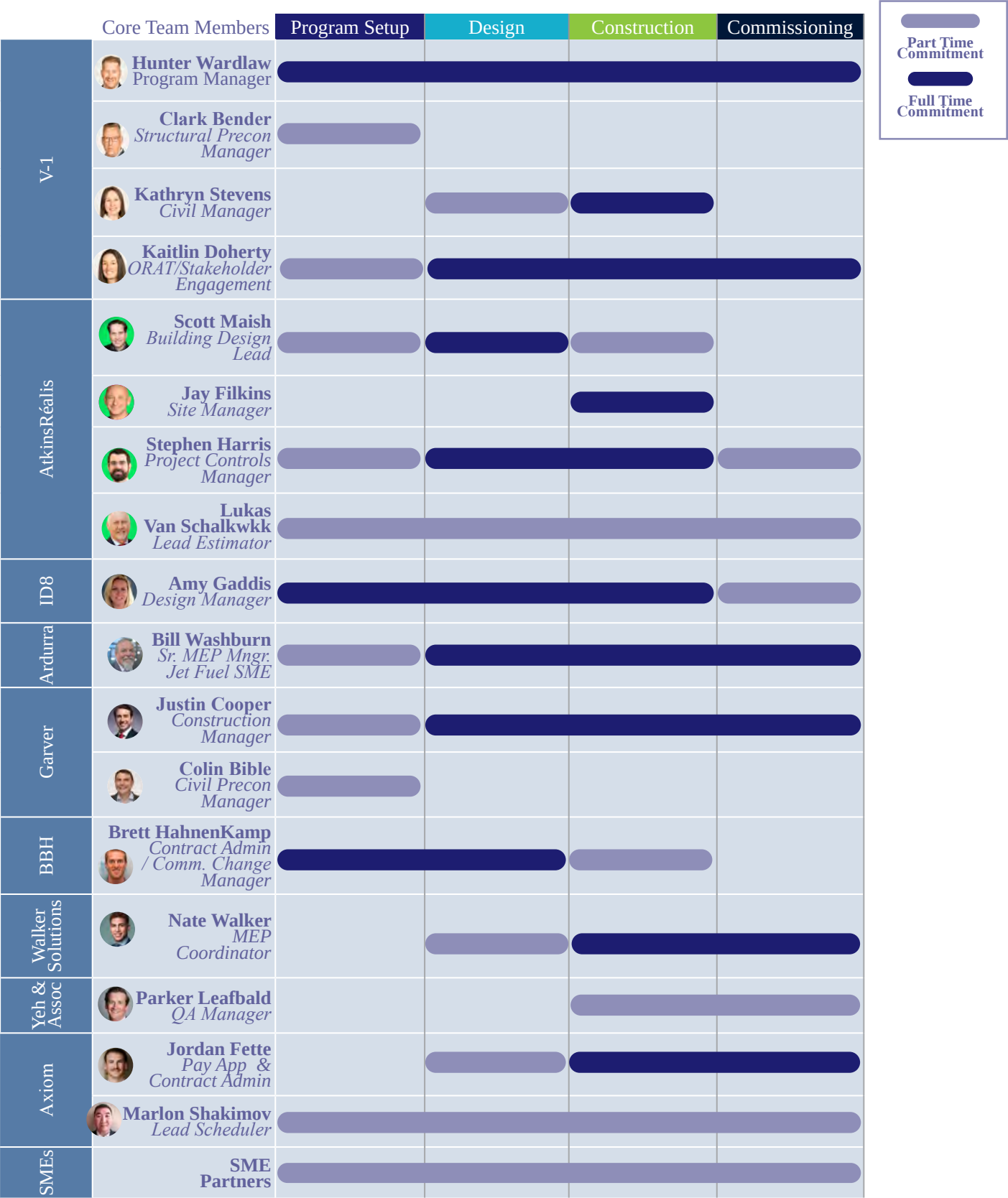
COMMITMENT AND QUALIFICATIONS OF V-1 & OUR PARTNERS

Company / Location of Work Performed	Role	Number of Professional / Employees	Key Qualifications
V-1 Consulting Denver, CO	Prime	27 Employees/ Professionals	✓ Personnel with large-scale, concourse expansion experience ✓ Strong relationships with DEN stakeholders and airline partners
AtkinsRéalis Denver, CO	Partner	38,000 (Global) 250 Denver Professionals	✓ DEN PMT experience ✓ Local employees proposed with a national reach ✓ Over \$2 billion in national concourse expansion experience
ID8 Design Consulting Denver, CO	Partner - Design-build	2 Employees/ Professionals	✓ Personnel with large-scale project experience, \$1 billion in project value ✓ Key personnel with concourse expansion experience at DEN ✓ SBE certified
Axiom Boulder, CO	Partner - Project Controls	40 Employees/ Professionals	✓ Certified business with global aviation experience & DEN experience ✓ Expertise has saved clients over \$200M by managing complex claims to favorable outcomes ✓ SBE certified

Company / Location of Work Performed	Role	Number of Professional / Employees	Key Qualifications
BBH Management Denver, CO	Partner - Preconstruction & Contracts Management	1 Employee/ Professional	✓ Numerous projects with the City and County of Denver ✓ Large-scale, high-profile projects like the Colorado Convention Center Expansion project ✓ DEN experience
J.R. Harris & Company Denver, CO	Partner - Structural Engineering	10 Employees/ Professionals	✓ Over 60 DEN projects completed ✓ Seeking SBE certification in Fall 2025
Garver Denver, CO & Frisco, TX	Partner- Design and Construction Management Support	1,521 Employees 20 Denver Professionals	✓ Large-scale terminal expansion projects ✓ DEN experience ✓ National large-scale experience
GROUND Engineering Englewood, CO	Partner- Geotech engineering materials testing	140 Employees/ Professionals	✓ DEN experience ✓ In-House, accredited materials testing laboratories ✓ Certified and experienced inspection staff
J.A. Watts. Inc. (JWI) Chicago, IL	Partner - Subject Matter Experts	136 Employees/ Professionals	✓ Concourse expansion experience ✓ Extensive experience at DEN ✓ Over 20 employees based in Denver ✓ SBE Certified
JMBangert Lafayette, IL	Partner - Subject Matter Experts	6 Employees/ Professionals	✓ GARDI Project (2014–2017) ✓ Concourse Expansion Program (2017–present) with Turner-Flatiron ✓ Cross collaboration with other companies ✓ SBE Certified
Walker Solutions Denver, CO	Partner - MEP and Permit Coordination	4 Employees/ Professionals	✓ Recent MEP experience from DEN Great Hall ✓ Great relationships with DEN stakeholders ✓ SBE Certified
Yeh & Associates Denver, CO	Partner - Quality Assurance Inspection	150 Employees 73 Denver Professionals	✓ Large-scale project experience ✓ DEN experience ✓ SBE Certified

PHASING EXPLANATION

The graphic below outlines each key partner’s involvement by phase, highlighting key overlaps to ensure seamless transitions and continuity. Our SME partners remain engaged throughout the project on an as needed basis, providing consistent guidance and technical expertise from start to finish.



KEY PERSONNEL QUALIFICATIONS | OUR TEAM SETS US APART

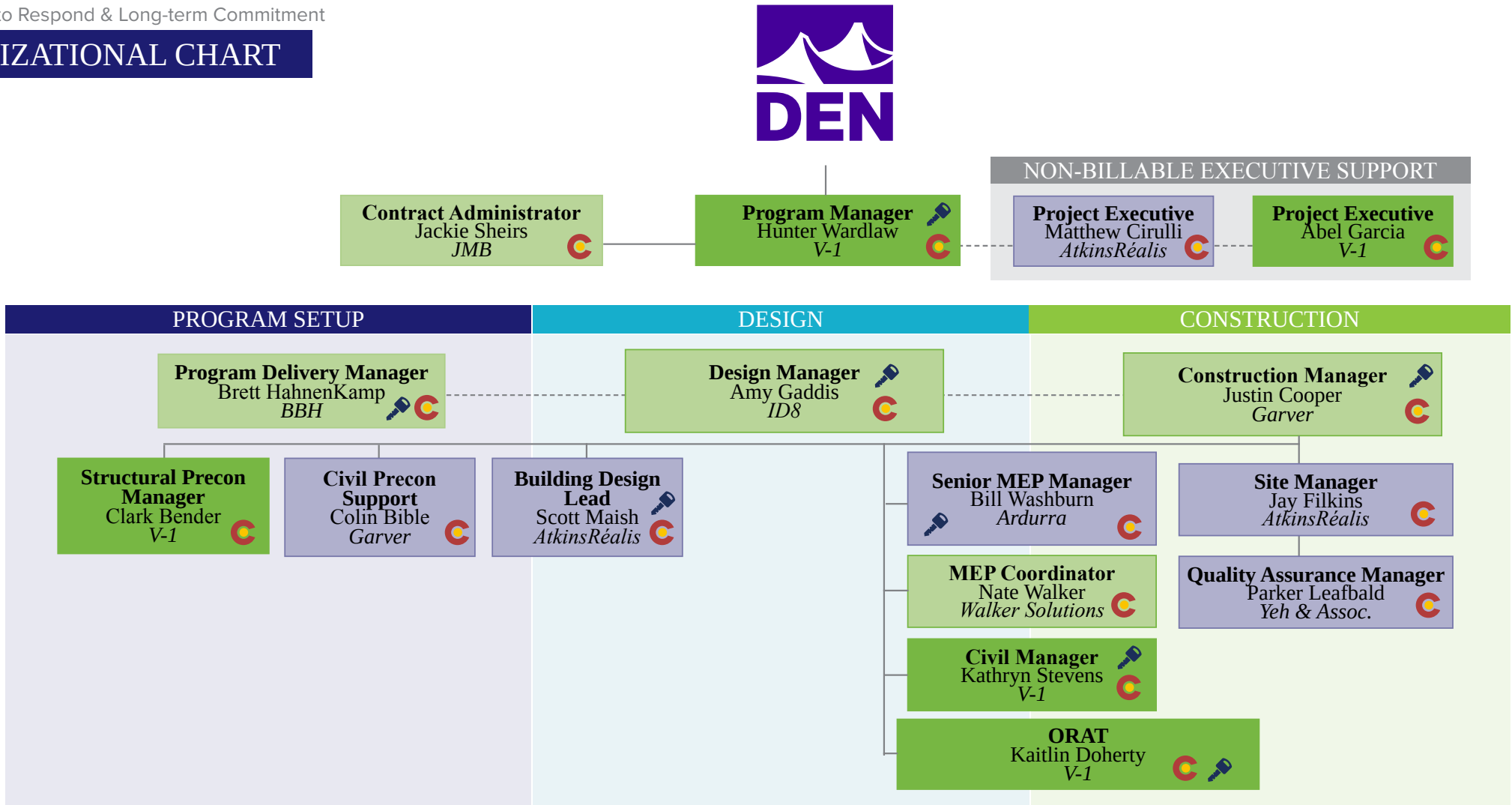
With over a decade at DEN, Hunter Wardlaw brings deep institutional knowledge and leadership to deliver large-scale projects on time and within budget. He is joined by Brett Hahnenkamp, who offers 19 years of experience leading complex, high-profile projects like DEN and the 16th Street Mall; Amy Gaddis, a visionary designer behind DEN's 39-gate expansion; and Justin Cooper, a construction expert with \$200M+ in DEN projects, including Taxiway EE. Together, they bring strategic precision and a solution-driven approach tailored to the C West program.

Resumes for our team are located at the end of this submittal in an Appendix.

	Key Proposed Team Members	Role	Key Qualifications	DEN Experience	Concourse Expansion	Large-scale Experience
	Hunter Wardlaw	Program Manager	✓ Two concourse expansion projects ✓ 10 years at DEN	✓	✓	✓
	Amy Gaddis	Design Manager	✓ DEN concourse design experience ✓ Critical lessons learned from previous concourse projects	✓	✓	✓
	Brett Hahnenkamp	Program Delivery Manager / Change Mgr.	✓ Large-scale project experience with CCD ✓ Cross collaboration with partners on team	✓		✓
	Scott Maish	Building Design Lead	✓ Previous Concourse Expansion Program experience ✓ 25+ years of aviation experience	✓	✓	✓
	Bill Washburn	Senior MEP Manager/ Jet Fuel SME	✓ Jet Fuel EFSO SMO support for three GARDI projects ✓ Cross collaboration with several team members	✓	✓	✓
	Kaitlin Doherty	ORAT / Stakeholder Engagement	✓ Previous Concourse Program Expansion experience ✓ Previously worked for United Airlines - owner mindset	✓	✓	✓
	Kathryn Stevens	Civil Manager	✓ Complex civil projects at DEN ✓ 15 years of aviation experience and 10 years of DEN experience	✓		✓
	Stephen Harris	Project Controls Manager	✓ Two concourse expansion projects ✓ Six years at DEN	✓	✓	✓
	Justin Cooper	Construction Manager	✓ Major gate reconfiguration project experience ✓ 15 years of aviation experience	✓	✓	✓

Key Personnel, Ability to Respond & Long-term Commitment

ORGANIZATIONAL CHART



PROJECT CONTROLS

Project Controls Manager
Stephen Harris
AtkinsRéalis

Commercial /Change Manager
Brett HahnenKamp
BBH

Lead Scheduler
Marlon Shakimov
Axiom

Lead Estimator
Lukas Van Schalkwyk
AtkinsRéalis

Pay App/Contract Administrator/
Financial Lead
Jordan Fette
Axiom

Risk Lead
Stephen Harris
AtkinsRéalis

SUPPORT SERVICES

QUALITY ASSURANCE INSPECTION & MATERIAL TESTING

SUBJECT MATTER EXPERTS (SME)

PROJECT SUPPORT

Org Chart Key

	V-1 Consulting	
	SBE Firm	
	Key Personnel	
	Locally Based	
Partners	DEN Experience	SBE
Ardurra		
AtkinsRéalis		
Axiom		
BBH Management		
ID8 Designs		
Garver USA		
GROUND Engineering		
J.A. Watts		
JMBangert		
JR Harris		
Path EGD		
Walker Solutions		
Yeh & Associates		

V-1 Consulting



Tab 5 | Relevant History

5 Relevant History

V-1 Consulting

OUR TEAM CHECKS THE BOXES

Our team is made up of professionals who’ve each played integral roles on past Concourse Expansion projects at Denver International Airport (DEN). V-1 Consulting has supported DEN initiatives for the past six years, earning the trust of airport stakeholders and developing strong working relationships with both airline partners and concessionaires. Our familiarity with DEN protocols, operational procedures, and the flexibility required to navigate this complex environment positions us to lead effectively.

In assembling this team, we’ve strategically partnered with AtkinsRéalis, ID8 Design and Garver—three critical partners with proven experience delivering aviation projects at DEN and other major airports. In the sections that follow, we’ve highlight the relevant project experience of V-1, AtkinsRéalis, and Garver, showcasing how our combined strengths directly align with the needs of this program.

Table 5.1: Relevant Project Examples

Project Name Contract Value	Year Completed	Concourse	Large Scale Project	Complex MEP	Companies Involved
John F. Kennedy International Airport (JFK) – New Terminal One Program \$6.5B	Ongoing	✓	✓	✓	AtkinsRéalis
DEN GARDI Program \$65M	Ongoing		✓	✓	AtkinsRéalis V-1
Los Angeles International Airport (LAX) – Terminal 4/5 Modernization Program Phase 1 \$1.5B	2024	✓	✓	✓	V-1
DEN United Clubs Program \$160M	2024	✓	✓	✓	V-1

Other Relevant History Cross Collaborations	
V-1 Consulting + AtkinsRéalis	Managing GARDI Program since 2023
Brett Hahnenkamp (BBH) + Steven Harris (AtkinsRéalis)	Current Program Managers for 16th Street Mall Project (DOTI)
Matt Cirulli (AdkinsRealis) + Nabil (Axiom)	Built large, fast-track programs for CDOT
Kathryn Stevens (V-1) + Justin Cooper & Colin Bible (Garver)	Delivered Taxiway EE and RWY 17 projects (RWY 17 recognized nationally by FAA, Governor, and Mayor)
Abel Garcia (V-1) + Nate Walker (Walker Solutions)	Partnered on the Great Hall Program; mentorship between SBE firms
Yeh & Associates + V-1 AtkinsRéalis	Airfield Inspections
Holly Janowicz (JR Harris) + V-1	Collaborating on TSA Recap structural reviews

Delivery Method

CMAR

Services provided by Personnel

Kaitlin Doherty | Program Management
Scott Johnson | Executive Support

Contract Type | Scope of Work

Professional Services Agreement to manage multiple Club projects within the Overall DEN Clubs Program.

Period of Performance

2019 - 2024

Owner Contact

United Airlines | Courtney Koehler | Denver, CO 80249
| courtney.koehler@united.com | 303.348.4303 | Courtney.Koehler@united.com

Subcontractors | % of Work

None

Contract Value

\$160M

Gross Fees

\$4M

Change Orders/Claims

N/A | No Claims

Key Features

- ✓ DEN DRC Process
- ✓ Concourse expansion coordination
- ✓ Incorporated DEN Concessions Coordination, DEN Wayfinding and DEN Security coordination



Project Description

From 2019 to 2024, V-1 Consulting led multiple United Club projects at Denver International Airport (DEN), demonstrating expertise in managing complex scopes within active Concourse Expansion Programs. Two key projects—the B-East Club Fly and the A-West United Club—were delivered along side DEN’s B-East and A-West expansions. V-1 coordinated closely with the CEP teams to align construction sequencing, permitting, and access, ensuring smooth integration with ongoing concourse work. The A-West Club, a two-story, 36,000-square-foot facility, presented significant challenges, including structural steel coordination after base building installation and cross-program inspection efforts—all successfully navigated by V-1 and our partners to meet United’s operational deadlines and DEN’s opening day goals.

Lessons Learned

Delivering tenant spaces within active Concourse Expansion Programs demands early and ongoing coordination with base building teams. V-1 learned that proactively integrating structural design, permitting, and inspection processes from the start helped prevent rework and kept the project on schedule. Keys to success were flexible scheduling, real-time problem-solving, and strong communication with DEN stakeholders. One important lesson was the value of having local architectural partners—quick access enables faster decision-making and timely resolution of design issues, both of which were critical to maintaining schedule momentum. We also learned how important it is to track progress of QA processes amongst all parties on the project.

Outcome | Results | Project Performance

V-1’s leadership ensured seamless integration of tenant spaces into the broader expansion program, meeting both DEN’s and United’s high standards. These projects strengthened V-1’s position as a reliable and strategic program manager, capable of delivering complex, concurrent scopes in a high-pressure airport environment.

Delivery Method

Design-Bid-Build

Services provided by Personnel

Hunter Wardlaw | Program Manager
Jay Filkins | Construction Manager
Clint Sciacca | Project Manager
Abel Garcia | Executive Support

Contract Type | Scope of Work

On-Call Contract | Program and Project Management for multiple GARDI projects at DEN

Period of Performance

07/2023 - Ongoing

Owner Contact

DEN Design Engineering & Construction | 26100 E. 68th Ave., Aurora, CO 80019 | Irene St. Martin | 970.405.3173 | irene.st.martin@flydenver.com

Subcontractors | % of Work

N/A

Project Value

\$14.5M

Gross Fees

\$1.36M

Change Orders/Claims

N/A | No Claims

Key Features

- ✓ V-1 & AtkinsRéalis Collaboration
- ✓ Gate apron pavement and utilities experience
- ✓ Airfield jet fuel experience



IPMSS GARDI (GATE APRON REHABILITATION AND DRAINAGE IMPROVEMENTS) | DEN

Project Description

The goal of the GARDI program at DEN is to reconstruct the heaving and deteriorated pavement section around the concourses and rehabilitate existing gate apron utilities. Each phase of the project lifecycle is closely coordinated with DEN stakeholders to minimize operational impacts at DEN and to complete design, procurement, and construction as quickly as possible.

Lessons Learned

It is very important to have adequate schedule contingency built into the project construction schedule to allow for unforeseen conditions when working with airline partners to re-occupy the gates upon completing construction. The V-1 and AtkinsRéalis GARDI PMT team hold gate turnover meetings towards the end of the project to make sure all scopes of work, permits and stakeholder operational requirements are completed.

Outcome | Results | Project Performance

AtkinsRéalis and V-1 Consulting have been partners with Denver International Airport in the Program & Project Management of the DEN GARDI Program for the past three years. The GARDI team under DEN Design, Engineering, and Construction has assisted DEN with the planning, programming, construction, and closeout of a total of five different GARDI projects affecting a total of 16 narrow body gates.

Delivery Method

CM/GC & Design-Build

Services provided by Personnel

Abel Garcia | Executive Support

Contract Type | Scope of Work

On-Call Contract, Program Management Support Services for Baggage Handling System Upgrade Projects at DEN

Period of Performance

2021 - Present

Owner Contact

DEN Special Projects | 24735 E 75th Ave Ste 100 Denver, CO 80249 | Michael Sheehan | michael.sheehan@flydenver.com | 303.342.2139

Subcontractors | % of Work

RAP Consulting, JWI, PMA Consultants

Contract Value

\$270M

Gross Fees

\$4.1M

Change Orders/Claims

None / No Claims

Key Features

- ✓ Upgrade to baggage handling systems
- ✓ Projects supported increased passenger volume
- ✓ Complex MEP
- ✓ Integration of systems infrastructure



Project Description

V-1 Consulting has provided owner's representative services for Denver International Airport's (DEN) Baggage Handling System (BHS) projects for over five years, with team experience spanning more than two decades. Our role has included managing and coordinating high-impact projects such as the TSA Consolidated CBRA Project, Level 6 Oversize Self Bag Drops, Level 3 Makeups, and the 1E-2E Post-Screening Crossover. V-1 is currently leading the TSA Recapitalization and BHS Modernization Project.

Lessons Learned

BHS projects at a major hub like DEN require proactive coordination across diverse stakeholder groups—including airlines, TSA, airport operations, and design-build contractors. We learned that early engagement, transparent communication, and real-time issue resolution are critical to minimizing operational disruptions and ensuring alignment across all stakeholders.

Outcome | Results | Project Performance

Our efforts have contributed to the successful, on-time, and on-budget delivery of multiple complex BHS scopes with no impact to airport operations. These projects have improved processing efficiency, enhanced TSA operations, and increased baggage throughput to support DEN's growing passenger volumes. V-1's performance has been defined by our strong DEN knowledge, stakeholder relationships, and ability to drive schedule and cost certainty. Our ongoing work on the TSA Recapitalization and BHS Modernization Project demonstrates our trusted role in delivering critical airport infrastructure while maintaining operational continuity.

Delivery Method

Design-Bid-Build

Services provided by Personnel

Colin Bible | Principal in Charge
 Justin Cooper | Construction Manager

Contract Type | Scope of Work

Garver provided quality control during expedited design and full construction-phase services including administration, testing, inspection, and closeout.

Period of Performance

July 2021 – September 2023

Owner Contact

Brent Nichols, PE | Project Manager II | Brent.Nichols@flydenver.com | 303.342.2656

Subcontractors | % of Work

22% Sunland Group | 12% AECOM | 11% Geocal

Project Value

\$50.9M

Gross Fees

\$5.2M

Change Orders/Claims

\$7.3M in CO to meet project schedules, design and bidding tasks, still under budget |
 No Claims.

Key Features

- ✓ Cross collaboration between V-1 and Garver on simultaneous project
- ✓ 2 concrete excellence awards
- ✓ Under budget & early delivery

DEN TAXIWAY EE CONSTRUCTION**Project Description**

The project consisted of constructing approximately 6,000 LF of new taxiway connecting the parallel north/south taxiways, Taxiway L and Taxiway M, to the east west taxiway, Taxiway ED. The FAA's largest safety project in the nation, this project alleviated an existing FAA hot spot on DEN's east airfield by creating a direct route for aircraft to get to Runway 17L-35R. Garver served as an extension of DEN's staff to deliver the Taxiway EE project.

Lessons Learned

The project had numerous stakeholders and required the relocation of critical electrical and communication infrastructure by third parties. Garver worked with the contractor to establish a weekly workshop with the FAA and key stakeholders to coordinate, plan, and schedule the work. Coordination began six months in advance. Even with extensive coordination, unforeseen issues arise. Good planning allows a team to adapt and pivot to deliver success. DEN was informed throughout the coordination but was not responsible for driving meetings. DEN input and buy-in was critical. Even with supply chain and material procurement issues, the project team and third-party stakeholders cut over new utilities without interruption, ahead of schedule.

Outcome | Results | Project Performance

Garver implemented stringent project controls and established a proactive communication plan with the project's diverse group of stakeholders to deliver this project one month ahead of schedule and \$7M under budget.

"The Garver Team has proven to be a valuable partner throughout the construction of Taxiway EE. The team is committed to providing outstanding communication and coordination."

- Brent Nichols, DEN Project Manager II

TAB 6

Appendix

- Resumes



HUNTER WARDLAW

Program Manager

Hunter Wardlaw is a seasoned director with over a decade of experience at Denver International Airport (DEN). He has overseen more than a dozen multi-million-dollar projects in both Project Manager and Construction Manager roles, including a \$220 million Concourse Expansion. His leadership on the Concourse B-East and Concourse A-West & B-West Expansion—where he served as construction manager and project manager—provides critical insight for this project. Hunter’s firsthand knowledge of DEN’s processes and his proven ability to deliver complex projects on time and within budget will be instrumental to this project’s success.

Career Tenure

10 Years in the Industry
3 Years with V-1

Education

B.S., Civil Engineering, Minor in Economics, Colorado School of Mines

Key Qualifications

- ✓ Has worked at DEN consistently for the past eight years
- ✓ DEN experience and understanding of protocols
- ✓ Experience with two concourse expansion projects
- ✓ Experience on large-scale projects
- ✓ Cross collaborations with ID8, Garver, AtkinsRéalis, and JWI

Relevant Experience

DEN Concourse B East Expansion \$220M

10 New Gates | Renovation of Existing Gates | 135,000 SF Building with Apron, Concourse and Mezzanine Levels | Jet Fuel Vaults | Fuel Pits | Passenger Loading Bridges | Life Safety Systems | Comm Rooms | Digital Wayfaring | Terrazzo and Bathrooms | Construction Manager

DEN Concourse A-West & B-West Expansion \$700M

530,00 SF Added to Concourse A | 91,000 SF Added to Concourse B | 16 New Gates | 128,000 SY of Aircraft-rated Pavement | Project Manager

DEN Gate Apron Rehab \$20M

Rehabilitation of Three Gate Aprons along Concourse A West (Gates A34-A38) | Responsible for Team and Stakeholder Coordination

DEN Gate Apron Rehab \$32M

Rehabilitation of Five Gate Aprons along Concourse A East (Gates A48-A56) | Responsible for Team and Stakeholder Coordination

DEN Concourse A-East Renovation \$2M

Accommodate United Airlines Taking over Nine Regional Aircraft Gates | Holdroom Technologies | Coordination with Multiple Stakeholders | Fast-Track Schedule

DEN Concourse A-East Jet Fuel Line Relocation \$7M

Project Manager | Jet Fuel Relocation at Concourse A East | Three Fuel Vaults | 16-inch Fuel Pip | Fuel Pits | Manhole | Catch Basins | Storm Drains | Concrete Paving



BRETT HAHNENKAMP, P.E, DBIA, LEED AP

Program Delivery Manager

Brett brings 19 years of preconstruction and construction experience, having served in various roles from project manager to program manager. He has contributed to some of Denver’s most high-profile projects, including stepping into the PMT role mid-way through the 16th Street Mall project to improve coordination and streamline team processes. Brett has managed large-scale project budgets and is well-versed in supporting robust preconstruction efforts for complex initiatives. He also brings recent experience delivering professional services at DEN.

Career Tenure

19 Years in the Industry
1 Year with BBH Management Solutions

Education

B.S., Civil Engineering,
University of British Columbia

Credentials

Registered Professional Engineer
in Colorado

Design-Build Institute of America
(DBIA) Professional

LEED AP for New Construction

Key Qualifications

- ✓ DEN experience and understanding of protocols
- ✓ Large-scale project experience
- ✓ Extensive experience on high-profile City and County of Denver projects

Relevant Experience

DEN Professional Services

Guiding DEN’s DEC Team through Establishing Updated Processes and Procedures for Alternative Delivery Projects | Several Design-build Procurements Currently Underway

16th Street Mall Project

\$220M

Took over PMT Contract Mid-construction | Program Director | High-community Focus | Large Construction Team | Numerous Stakeholders | Established Reporting Processes | City and County of Denver

Colorado Convention Center Expansion

\$250M

Program Manager | Large Construction Team | Design-Build Collaborative Process | High-profile Stakeholders | Led Working Groups for Communication, MWBE, Quality and Design Workshops with Project Team | City and County of Denver

Central Library Renovation

\$60M

Senior Project Manager | Budget Control and Alignment | Preconstruction Support | Procurement Support | Schedule Management | MWBE Goals Met | City and County of Denver

Roslyn Asphalt Plant Renovation

\$7M

CM/GC Contract | Assisted with Budget Establishment | Schedule Creation | Establishment of Procurement Strategy



AMY GADDIS, AIA

Design Manager

Amy Gaddis is a strategic leader and innovative thinker with a passion for finding creative solutions to everyday challenges. She brings extensive experience guiding multidisciplinary teams—including owners, architects, engineers, stakeholders, and contractors—to deliver functional, adaptable spaces for both customers and the traveling public. Known for her agile and authentic leadership style, Amy effectively bridges the owner’s vision with the design team’s expertise to achieve meaningful results. Her work at DEN includes contributions to the concourse expansion projects and development of a design principles manual.

Career Tenure

25 Years in the Industry
5 Years with ID8

Education

Bachelor of Architecture, Ball State University

Bachelor of Environmental Design, Ball State University

Credentials

Registered Architect - Colorado, Texas, Illinois

Key Qualifications

- ✓ Concourse expansion experience
- ✓ Experience on DEN projects
- ✓ Experience in working with proposed team
- ✓ Exceptional relationships with airline partners

Relevant Experience

DEN CEP Concourse B East & C East 28-Gate Expansion \$1.5B

Directed the design team in collaboration with DEN Airport to deliver over 650,000 SF of terminal space, including 28 new aircraft gates and approximately 12,400 SY of aircraft parking apron. The program also involved right-sizing existing holdrooms. Constructability reviews and value engineering informed the use of multiple GMP packages, optimizing the CMAR delivery strategy.

DEN C West Give-Gate Expansion \$23M

Served as design lead during initial programming and concept development, partnering with Hensel Phelps for preconstruction services. Introduced DEN’s first blended holdrooms and addressed strict cost and schedule constraints by utilizing cast-in-place concrete piers and pre-cast columns, achieving \$9.4M in savings and a four-month schedule reduction.

DEN Design Principals Manual

Oversaw delivery of DEN’s design guidelines, managing client coordination, design vision, and team leadership. Developed a comprehensive roadmap aligned with the airport’s new branding to guide future development. Facilitated stakeholder workshops and crafted passenger-centric guidelines grounded in DEN’s unique identity, covering elements such as lighting, materials, space planning, and sensory design.

San Antonio International Airport (SAIA) Terminal B, San Antonio, TX \$158M

Acted as Program Manager leading design and coordination with the City of San Antonio for the new Terminal B and consolidated baggage handling system.



JUSTIN COOPER, PE

Construction Manager

Justin Cooper's 15 years of experience have positioned him to lead aviation design and construction projects of all sizes. Justin started his career working with a heavy civil contractor, where he learned construction estimating and project management practices. Justin has worked at DEN as a contractor and an engineering project manager, and is familiar with the people and processes to successfully execute large projects with DEN stakeholders. Since 2016, Justin has been involved with projects worth more than \$200 million in construction value at DEN.

Career Tenure

15 Years in the Industry
3 Years with Garver

Education

B.S., Civil Engineering, Arizona State University, 2011

Credentials

Professional Engineer
CO, 0052154

Key Qualifications

- ✓ Experience on DEN projects
- ✓ Experience in working with proposed team
- ✓ Major gate reconfiguration experience

Relevant Experience

DEN Taxiway EE

Project manager responsible for overseeing the construction of over 6,000 LF of new taxiway. This project also included relocation of FAA equipment, franchise electrical lines, complex phasing work inside TOFAs, and required approximately 800,000 CY of unclassified excavation and 60,000 SY of pavement and underlying base sections.

United Airlines – DEN Concourse B Regional Gate Reconfiguration

Project manager for design and construction administration of the DEN Concourse B South Regional Gates reconfiguration project. The project will modify the Concourse B South Finger by converting nine CRJ/E145-capable gates into seven larger gates to accommodate E175s. Scope includes civil, geotechnical, structural, and electrical engineering, along with survey, and utility relocations. Key elements involve trench drain relocation, gate restriping, new fixed walkways and passenger loading bridges, hydrant fuel pit and valve adjustments, and full pavement replacement and regrading.

Dallas Fort Worth International Airport CTA Expansion Terminals A and C

Project manager for design and construction administration of a \$750 million terminal expansion project. The overall expansion of Terminals A and C includes two double-loaded piers that will increase gate capacity by nine net incremental gates. Scope included environmental coordination, airspace analysis, safety and phasing, apron grading, markings, water, sewer, and electric utilities, and storm drainage.



Career Tenure

30 Years in the Industry
4 Years with V-1

Education

B.S., Construction Management,
Colorado State University

Credentials

LEED Accredited Professional

OSHA 30-Hr Certification

The Cycle of Leadership,
University of Michigan

NIOSH 582 Trained

Key Qualifications

- ✓ DEN BHS experience
- ✓ Large-scale project experience

CLARK BENDER
Structural Preconstruction Manager

Clark is proposed as the Structural Preconstruction Manager, with a focus on minimizing operational impacts while maximizing efficiency, reliability, and innovation. With over 30 years of experience in the construction industry—and the last six dedicated to aviation—he has supported clients such as Alaska Airlines, the Port of Seattle, Denver International Airport (DEN), and United Airlines in both operational and strategic capacities. Clark’s background spans diverse market sectors, including heavy civil and marine, power, hospitality, education (K-12 and higher ed), office, retail, aerospace, and healthcare. His experience working with general contractors, owners, and owner’s representatives provides him with a well-rounded understanding of how to align stakeholders and drive complex, large-scale projects to successful completion.

Relevant Experience

DEN Main Terminal Baggage Handling System (BHS) \$34M
Odd Sized (OS) Checked Baggage Inputs from Level 6 to Level 3 | Rectifying outstanding Denver Building Department Smoke Control Issues | Senior Project Manager

Seattle Airport Alaska Airlines Renovations \$470M
Renovations to Passenger Ticketing Check-in | Baggage Claim | BHS System | Senior Project Manager

United Flight Training Center Renovation (Denver) \$42.4M
Led United Airlines Support Team during the Renovation of the 500,000 SF Flight Training Center Campus | 80,000 SF Simulator Building | SBE Participation Met

CDOT Headquarters & Region 1 Office Building \$45M
LEED Gold Certified | Steel-framed Structure with Curtain Wall System | Integrated Civil and Landscape Design | 2.4-Acre Urban Infill Site | 400-stall Parking Structure | Transit-oriented Development | Collaborative Design and Construction Process



COLIN BIBLE

Civil Preconstruction Support

Colin Bible is a vice president and Garver aviation leader with 19 years of experience. Having spent his entire career working on airports and exclusively dedicated to airfield improvement projects, Colin has designed projects at more than 70 airports, including airfield pavement rehabilitations, new runways and taxiways, runway and taxiway extensions, apron construction, hangar taxiways and aprons, airfield drainage improvements, perimeter fencing, airport roads, and utility relocations. He has a comprehensive understanding of the FAA Advisory Circulars for airfield design.

Career Tenure

15 Years in the Industry
3 Years with Garver

Education

B.S., Civil Engineering, Arizona State University, 2011

Credentials

Professional Engineer
CO, 0052154

Key Qualifications

- ✓ Experience on DEN projects
- ✓ Cross-collaboration with other proposed companies and team members
- ✓ Designed more than 70 aviation projects

Relevant Experience

DEN Taxiway EE

Principal in charge responsible for overseeing the expedited design process and providing construction phase services including construction administration, materials testing, inspection, and close out services for over 5,000 linear feet of new taxiway. This project also included relocation of FAA equipment, franchise electrical lines, complex phasing, and required over 800,000 cubic yards of unclassified excavation.

Grand Junction Run-Up Pad and West Terminal Apron

Principal in charge responsible for providing oversight for design and bidding services for a new run-up pad, including construction of new concrete pavement with a connection to Taxiway A, additions to the existing MITL system, and drainage improvements.

El Paso International Airport and Taxiway M Relocation

Project leader for relocation of Taxiway M to align with the Runway 8R threshold, the first of several projects to improve safety and functionality near the terminal. The project includes abandoning or removing the Taxiway K pavement between Taxiway M and the 8R approach, as well as the 8R approach pavement.

El Paso International Airport Taxiways J and K2 Reconstruction

Project manager responsible for leading the design and construction administration for the reconstruction and reconfiguration for the parallel taxiway and connectors between runway 4-22 and the cargo apron at the north end of the airport, including the removal of excess pavement that is expensive to maintain.



Career Tenure

25+ Years in the Industry
4.5 Years with AtkinsRéalis

Education

MBA International Business
– Rollins College Crummer
Graduate School of Business

B.S., Civil Engineering – Purdue
University; 1996

Credentials

PMI Project Management

Professional (PMP) 1452350
PE Colorado 38599

Leadership in Energy and
Environmental Design (LEED)

Arctic Engineering &
Construction Certification –
University of Alaska Fairbanks/
University of Washington

Key Qualifications

- ✓ Experience in design management of large infrastructure projects
- ✓ Experienced with alternative project delivery
- ✓ Extensive aviation sector experience including airport landside and airside

F. SCOTT MAISH, MBA, PE, PMP, LEED AP
Building Design Manager

Scott Maish is experienced in complex program delivery with over 25 years domestic and international project delivery experience, with extensive background in the aviation sector, including airport landside and airside. Scott’s expertise includes program and project management, bids and proposals, capital budgeting, team leadership, risk management, contract management, construction management, front end planning, and financial strategies. He is experienced with alternative project delivery such as public-private-partnerships (P3), design-build, firm-fixed price, incremental lump sum (CMAR), and CM/GC incentive-fee project delivery methodologies.

Relevant Experience

UA, Fit-Out of Concourse A and B, DEN \$40M

Architectural Project Director for the United Airlines Concourse Tenant improvement projects (TI)

UA, Baggage Handling System for Concourse A, DEN \$63M

Project Manager responsible for the design of the new Baggage Handling System (BHS) for Concourse A expansion project and interconnection with Concourse B

Delta/Alaska Concourse Renewal Program, DEN ~ \$20M

Project Manager of the Alaska Airline relocation to the A-Concourse

UA, Gate of the Future, Concourse A&B, DEN ~ 6.5M

Program Manager for updating holdroom interiors to rethink passenger experience relating to furniture, finishes, and technology

Airport Expansion and Development Program, AUS \$4B

Roles included terminal planning, special purpose airport facility design, architecture, landside programming and code compliance

Airport Capital Projects, SEA \$37M

Interim Project Director for on-call airport projects including the reconstruction of Checkpoint 1

Great Hall Terminal Project, DEN \$1.3B

Roles included risk management, change management, and engineering design lead



Career Tenure

35 Years in the Industry
1 Year with Ardurra

Education

Mechanical Engineering
Technology, Wake Technical
Community College

Credentials

ACCA/ Ferris State Universal
CFC Certification

U.S. Army Corps of Engineers
Construction Quality
Management for Contractors

First Aid/CPR, NFPA 70E &
OSHA 10, 30 & 510 Training

NC Board of Examiners of
Plumbing, Heating & Fire
Sprinkler Contractors H1, 2 & 3
License

Virginia Board of Contractors
Master HVAC & Plumbing
Tradesman License

ICC Code Safety Professional
– Commercial Mechanical and
Plumbing

Key Qualifications

- ✓ Large-scale project experience
- ✓ Jet fuel system SME with key
DEN experience

WILLIAM “BILL” WASHBURN

Sr. MEP Manager | Jet Fuel SME

With over 35 years of experience in Project and Construction Management across Aviation, Medical, Hospitality, Mission Critical, Industrial, Technology, and Bio/Pharmaceutical sectors, Bill has managed projects from \$1.5 million to \$1.8 billion. His responsibilities include execution planning, scheduling, cost control, estimating, contract administration, quality assurance, and field oversight. Bill's broad industry exposure enables him to develop solutions quickly and efficiently. He is skilled in cost evaluation, constructability reviews, BIM coordination, workforce planning, job progress tracking, disruption analysis, schedule management, field supervision, procurement, contract compliance, and system commissioning. Bill also excels in communication and stakeholder interface with field construction and management teams.

Relevant Experience

United Airlines Concourse B East Aviation Fuel System

Fuel System SME Support | Directed Fuel SME Expertise to assist with Design, Construction and Operation of the Concourse B Regional Gate Reconfiguration Aviation Fuel Project | Emergency Fuel Shut Off (EFSO) Stations | Oversight of Project Development of DEN Aviation Fuel Methodologies | Ensuring No Impact to a System Providing up to 1.9 Million Gallons of Aviation Fuel per Day

Denver International Airport Concourse Expansion

Senior Project Manager | Managed the Designer & Contractor for MEP, Fire Protection & Airport Systems | Jet Fuel & Deicing System SME | Oversaw Design, Construction & Operation of two Temp Fuel Facilities | Five Aviation Fuel Projects | Two Deicing System Projects | Ensured Fuel Methodologies and Compliance | Improved Processes and Systems for Team

Asheville Regional Airport Central Energy Plant and Terminal Modernization

Project Contract Documents Management | Development of Commissioning Scope | Oversight of MEP & Central Utility Plant System | Start Up & Functional Performance Testing | Monitored Quality Control | Managed Commissioning and ORAT of new CUP & Terminal Expansion



JAY FILKINS

Site Manager

Civil construction project manager with 25 years in the industry and over 10 years managing civil and facilities projects at DEN. Jay Filkens leverages his expertise as a licensed General Contractor to manage multiple construction and design contracts simultaneously. He has completed over 70 projects at DEN including airfield, facilities, infrastructure, MEP, TSA, tenant finishes, commercial, and industrial. Jay is confident in collaborating with clients, engineers, and stakeholders to identify needs, resolve issues and achieve project goals. He is experienced in implementing quality assurance operations, resulting in increased efficiency, and minimized project gaps.

Career Tenure

25 Years in the Industry
2 Years with AtkinsRéalis

Education

B.S., Engineering & Management, Clarkson University - Potsdam, NY

Credentials

Licensed General Contractor – Class B - CO

Key Qualifications

- ✓ Design/Construction Project Management experience at DEN
- ✓ Experience managing multiple contracts at DEN simultaneously
- ✓ Prior collaboration with V-1 (Hunter Wardlaw)

Relevant Experience

GARDI A Southeast, DEN \$20M

Design Project Manager for design, procurement and preconstruction phases | Collaboration with Hunter Wardlaw & DEN project management team

GARDI A South, DEN \$18M

Design/Construction Project Manager for multi-phased project | Collaboration with H. Wardlaw & DEN project management team

GARDI C42/40, DEN \$12M

Construction Project Manager | Collaboration with H. Wardlaw & DEN project management team

Passenger Loading Bridge Replacement (CIP), DEN \$14M

Managed design, procurement and installation on all three concourses for this multi-year program

Terminal and Concourse Food Court Remodel, DEN \$1.6M

Managed design and construction including MEP, structural improvements, restaurant tenant finishes, signage & seating areas

Frontier Airlines Ticket Counter Modernization, DEN \$600K

Managed design and construction including custom millwork, electrical, A/V, and finishes

Airport Information and Welcome Center, DEN \$750K

Managed design, remodel and construction including custom millwork, granite counters/floors, and custom backlit art installation



PARKER LEAFBALD

Quality Assurance Manager

Parker Leafblad has 16 years of project management experience in heavy civil and transportation-related construction. Parker served as Yeh’s Denver area on-call construction services manager for five years and has also managed multiple major projects for Yeh since the beginning of his 11 years with Yeh. Through the on-call services, Parker has managed multiple projects simultaneously using his exceptional time management skills, and ensures that qualified and trained staff are available for Yeh’s on-call contracts and clients. His area of expertise includes construction quality management, quality assurance construction inspection and testing, and oversight of project contracts and budgets.

Career Tenure

16 Years in the Industry
11 Years with Yeh & Associates

Education

B.S., Construction Management,
Colorado State University

Credentials

- PCI Level 1 & 2
- ACI Field, Strength
- CAPA A, I
- WAQTC/Soils Inspector
- CDOT Basic Highway Math, Plan Reading, Construction Survey
- CDOT Concrete Pavement Inspector – Level 1
- ICC Special Inspection Training

Key Qualifications

- ✓ Understanding of DEN’s quality control process and expectations

Relevant Experience

Quality Assurance Inspection, DEN

As the new prime consultant for the Quality Assurance Inspection contract at DEN, Parker is the main point of contact for the DEN AIM Development group; responding to Requests for Proposals, tracking budgets, and managing a team of qualified field inspectors on both the airside and landside projects for the airport. Parker is actively involved with addressing the needs of DEN project management and supplying his field staff with the necessary tools to perform their services.

City and County of Denver On-Call Inspection, Testing, Design & Environmental Assessment

Parker works directly with multiple CCD project managers to provide quality assurance testing and inspection services to projects released under this master contract. Parker provides estimates and proposals directly to the client, and manages the task orders from start to completion. To date, Yeh has provided projects for CCD varying from roadway improvements to building additions to the roof replacement at Red Rocks Ampitheater. Additionally, Parker manages multiple subconsultants to fulfill different services requested by CCD task orders.

RTD Southeast Rail

Field Quality Assurance Manager and Inspector for RTD’s 2.3 miles of light rail transit project, which includes three major bridges, retaining walls, railroad embankments, station platforms, parking lots, detention pond, parking structure, and at grade crossings.



NATHAN WALKER

MEP Coordinator

Nathan Walker is a project manager with more than five years of experience in the construction industry, with a strong focus on aviation projects. He has contributed to major initiatives at Denver International Airport (DEN), including the Great Hall Baggage Refresh and Great Hall Phase 2 West Checkpoint projects. Nathan has played a critical role in managing complex, large-scale efforts involving numerous stakeholders, subcontractors, and airport personnel—ensuring coordination across trades, maintaining compliance with DEN requirements, and driving projects forward under tight timelines. Nathan’s knowledge of DEN protocols and hands-on experience with complex MEP systems make him a key asset to our team. As MEP coordinator, he will lead design integration, schedule alignment and trade coordination, while working closely with DEN and design teams to ensure systems meet project goals and standards.

Career Tenure

5 Years in the Industry
2 Years with Walker Solutions

Education

B.S., Petroleum Engineering,
Marietta College

Key Qualifications

- ✓ Large-scale project experience at DEN
- ✓ Experience with other proposed trade partners
- ✓ SBE certified business owner

Relevant Experience

DEN Great Hall Completion, Baggage Refresh **\$25M**
Lead Project Manager | Renovation of the Level 5 Terminal Baggage Claim | Extensive Coordination with Operations Airlines & DEN Stakeholder Groups

DEN Great Hall Program, Phase 2 - West Checkpoint **\$163M**
Project Manager for Phase 2 scope | Streamlined Security Checkpoint | Upgraded Amenities | Enhanced Wayfinding Systems

DEN Great Hall Program, Phase 1 - L6 Ticketing **\$161M**
Project Engineer for Phase 1 Work | Relocation and Consolidation of Airline Ticket Counters | Managed DEN QA/WC | Ensured Compliance with Technical Requirements | Facilitated Stakeholder Engagement



KATHRYN STEVENS, PE

Civil Manager

Kathryn Stevens is a highly motivated and accomplished project manager with a decade of experience in the aviation and environmental sectors. She brings comprehensive expertise in project planning, budget oversight, scheduling, stakeholder coordination, documentation, and invoicing. Kathryn excels at working directly with clients and stakeholders to deliver projects on time and within budget. She is a licensed Professional Engineer in both Colorado and Texas. Kathryn oversees all project management staff supporting DEN’s Infrastructure and Facilities teams under the SBE Infrastructure Project Support Services contract.

Career Tenure

12 Years in the Industry
2 years with V-1

Education

B.S., Environmental Engineering,
Lehigh University Bethlehem, PA

B.A., Architecture, Lehigh
University Bethlehem, PA

Credentials

State of Texas Professional
Engineering License (#132419)

State of Colorado Professional
Engineering License (#0060661)

ENVISION Certification, August
2022

Key Qualifications

- ✓ Ten years of experience at DEN
- ✓ Exceptional communicator and coordinator with partners and clients

Relevant Experience

DEN SBE Infrastructure PMSS (DEN)

Program Management for SBE Infrastructure Project Support Services Contract | Manages all Project Management Staff to Support DEN Infrastructure & Facilities

DEN Taxiway F, G, H and Deice Pads \$19M

Project Manager | Rehabilitation of Taxiway F, Taxiway G, and Taxiway H anticipated to be under construction in Summer 2025 and Spring 2026 | Select Panel Replacement | Reclassification of Taxiway H to a Taxilane | Deice Pad Infrastructure Investigation and Repair | Select Electrical Fixture Replacement | Overseeing the Procurement and Construction

DEN Runway 17L-35R Complex Pavement Rehabilitation & Electrical Upgrade Package 2 Project \$9M

Project Manager | Rehabilitation of Taxiway EC and Taxiway P | Select Panel Replacement | Upgrade of the Centerline and Edge Lights on TW EC to LED | Refresh of all the Pavement Markings within the Project Area

Runway 17L-35R Complex Pavement Rehabilitation and Electrical Upgrade Project \$40M

Project Manager | Rehabilitation of the Runway 17L-35R | Construction Contractor and Stakeholder Coordination | Select Panel Replacement | Upgrade of the Entire Electrical System to LED in the Runway Complex | Relocation of the FAA Windcones | Installation of new RWIS, CCTV, and Pavement Sensor Systems | ENVISION Silver Certification | Award-winning



KAITLIN DOHERTY

ORAT / Stakeholder Engagement

Kaitlin Doherty is a seasoned Program Manager with specialized expertise in Operational Readiness, Activation, and Training (ORAT). By integrating operational requirements, risk assessments, communications, process documentation, and activation planning from project inception, she effectively mitigates and reduces operational risks. With 12 years of aviation industry experience, Kaitlin has held both strategic and operational roles across multiple airlines. She has spent the majority of her career at Denver International Airport, giving her deep insight into the operational challenges and constraints faced by major airlines and airports—particularly during periods of growth. Additionally, she has supported regional airports through diversion management and the launch of new operations.

Career Tenure

12 Years in the Industry
3 Years with V-1

Education

B.S., Management of Information Systems (MIS) + Business Analytics Emphasis in Project Management, Colorado State University

Golden Key International Honors Society

Credentials

OSHA-30 Hr

Key Qualifications

- ✓ Worked at DEN for over seven consecutive years
- ✓ Thorough understanding of airline coordination
- ✓ Cross collaboration with several team members

Relevant Experience

DEN A-West United Club

Concourse Tenant Improvement | Coordination with Affected Stakeholders | DEN Coordination and Protocols

DEN B-East United Club

Concourse Tenant Improvement | Coordination with Affected Stakeholders | DEN Coordination and Protocols

B-West United Club

Concourse Tenant Improvement | Coordination with Affected Stakeholders | DEN Coordination and Protocols

Polaris & EWR C1 United Club

Airside Construction Coordination | Fast-track Schedule | Complex Renovation

Senior Manager for United Airlines at DEN

Senior Manager Projects and Execution for the Airport Operations Division of United Airlines at DEN | Led Denver Growth Strategy Program for the HUB | Focus on Operational Project Execution in Partnership with the Corporate Real Estate Team | Tenant Improvement & Operational Space Optimization

Project Experience: Aircraft Runway Parking (COVID Pull Down), Remote RON Aircraft Parking, UAL B-West Employee Support Space , UAL A-West Space Optimization, UAL Deicing Facility Tear Down and Rebuild



STEPHEN HARRIS, PE, ENV SP

Controls Lead

Controls Lead experienced in leading large programs and award-winning projects through the planning, engineering, procurement, and construction phases. Stephen brings a broad background in many project types, locations, and phases. His responsibilities have included the full suite of program management activities, project management, quality oversight, cost and schedule control, change management, risk management, alternative delivery contract development/administration, owner’s representative services, design oversight, cross-functional team coordination, communication, public speaking, and design.

Career Tenure

17 Years in the Industry
17 Years with AtkinsRéalis

Education

B.S., Civil Engineering, Kansas State University

Credentials

PE Colorado 47656, 2013
Envision Sustainability Professional (ENV SP) #23606

Key Qualifications

- ✓ Strong understanding of program and large project management, including overall governance, controls and reporting
- ✓ Experienced with alternative delivery projects
- ✓ Experience working with BBH Management Solutions, LLC (16th Street Mall, Elevate Denver, City Park Golf Course)
- ✓ Experience in quality control of large infrastructure projects
- ✓ Strong communication skills

Relevant Experience

16th Street Mall (DB), City & County of Denver (CCD) \$175M

Deputy Project Manager entrusted to lead the project for CCD through procurement, design, and construction, including procedures for project governance and controls | Collaboration with BBH Management Solutions (Brett Hahnenkamp)

Elevate Denver Bond Program, CCD \$937M

Deputy Program Manager integrated with CCD. Developed programmatic governance regimes and planned/evaluated program activities including cost control, schedule control, and risk management | Collaboration with BBH (Brett Hahnenkamp)

City Park Golf Course (DB), CCD \$40M

Design Oversight Manager and Procurement Lead, including risk management, delivery strategy, inter-disciplinary coordination, and issue resolution | Collaboration with BBH (Brett Hahnenkamp)

Colfax BRT (CM/GC), CCD \$281M

Risk Manager involved early in the project to establish the risk regime, define, analyze, communicate, and mitigate key risks

Central 70 (P3), CDOT Region 1 \$1.3B

Project Engineer responsible for preliminary design and procuring this complex and high-risk project, the largest infrastructure project in CDOT’s history

39th Avenue Greenway (DB), CCD \$80M

Design Oversight Manager and Procurement Lead, including project management activities, risk mitigation, and design coordination



Career Tenure

27 Years in the Industry
15 Years with AtkinsRéalis

Education

B.S., Quantity Surveying,
University of Pretoria, South
Africa.

Key Qualifications

- ✓ Extensive experience with major airport projects, including new terminals and terminal expansions
- ✓ Prior experience working on DEN projects

LUKAS VAN SCHALKWYK
Senior Cost Estimator

Lukas has served as preconstruction manager/senior cost estimator for public and private clients, working for both client/owners and general contractors. His expertise spans project planning through design and construction phase estimating and cost management. He collaborates with project development teams to achieve appropriate budgets. Lukas is well versed in early-stage cost planning and understands the pitfalls during the design and construction phases and excels at determining and mitigating program risks. He also uses risk methodologies to determine appropriate contingencies in a scientific way by putting values to risks and determining client confidence levels.

Relevant Experience

Concourse Expansion Project, DEN \$1.5B

Lead senior estimator for project consisting of four new concourses and expansion of the existing facilities.

New Airport Terminal Project, CMH \$1.5B

Providing cost estimating services for new greenfield terminal to replace existing terminal that has reached the end of its lifespan.

Terminal 2 Expansion Project, ORD \$1.7B

Lead senior estimator for renovation/expansion project of 20K SF terminal, which converts domestic into international terminal.

Satellite 1 and 2 – International Terminal, ORD \$1B+

Providing proposals, contract strategy and project support for AtkinsRéalis’ cost estimating management support service.

Eppley Field Terminal Modernization Program, OMA \$700M

Lead senior estimator for the Omaha Aviation Authority, providing estimate review support for the Design-Build contract.

Midfield Satellite Concourse North Project, LAX \$1.5B

Lead senior estimator for construction of new 800K SF concourse that includes 23 concourse gates.

ADA Compliance Upgrade, SJC

Provided 30% design engineering estimate, reconciliation with the CMAR, and final cost submission to the client.



MARLEN SHAKIMOV

Lead Scheduler

Marlen Shakimov is a seasoned construction scheduling expert with over 20 years of experience supporting major infrastructure projects such as the Pattullo Bridge Replacement, Gordie Howe International Bridge, and Eglinton Crosstown LRT. He specializes in integrated CPM schedule development, delay analysis, time impact assessments, and claims support. His technical skills include P6/TILOS integration, linear scheduling, schedule quality audits, progress tracking, and risk-based reporting. With a master’s in civil engineering and a background in contracting, Marlen brings deep expertise and proven best practices to complex project delivery.

Career Tenure

20+ Years in the Industry
1 Year with Axiom

Education

MEng, Civil Engineering,
Transportation Engineering,
University of British Columbia

Credentials

Professional Engineer
(PEng) #42006, Association
of Professional Engineers, and
Geoscientists of British
Columbia

Key Qualifications

- ✓ Over 15 years of experience in developing integrated master schedules
- ✓ Led scheduling functions on project over \$1 billion in project revenue
- ✓ Skilled in DEN standard tools for scheduling

Relevant Experience

George Massey Tunnel Replacement Project \$4.5B

The Fraser River Tunnel project includes a new, eight-lane immersed tube tunnel that will replace the existing George Massey Tunnel on Highway 99. The new tunnel will have three vehicle lanes and a dedicated transit lane in each direction, with a separated active transportation corridor for cyclists and pedestrians. Developed a fully integrated master schedule for the Progressive Design Build (PDB) project.

Ministry of Transportation, Pattullo Bridge Replacement \$1B

Four-lane cable-stayed bridge including pedestrian and cyclist facilities with a potential future conversion to a six-lane bridge. Responsibilities included developed of basis of schedule, scheduling procedures, and workflows. Prepared and updated time-location schedule and integration with master schedule. Development of time impact assessment, preparation of monthly progress reports. Overall interface/liaison with client, project management, consultants, vendors and subcontractors.

Windsor Detroit Bridge, Gordie Howe Intl. Bridge \$4.4B

Six-lane crossing of the Detroit River connecting the City of Detroit with Windsor, Ontario. The 1.5-mile crossing will be the longest cable-stayed bridge in North America, with a main span of .53 mile. Includes building new ports of entry that will connect to both the American and Canadian bridge termini, as well as onward connections to I-75 in southwest Detroit.



JACKIE SHIERS

Contract Administrator

Jackie Shiers is detail-oriented and highly organized Project Administrative Assistant with extensive experience supporting complex construction initiatives at Denver International Airport (DEN). Demonstrates expertise in document control, project coordination, and engineering support across multi-phase infrastructure projects. Proficient in Procore, Unifier, SAP, and Textura, with a strong grasp of engineering workflows, change management protocols, and stakeholder communication.

Career Tenure

3 Years in the Industry

3 Year with JMB

Key Qualifications

- ✓ ERP & Financial Tools: SAP (multiple modules), Textura
- ✓ Reporting & Data Analysis: Microsoft Excel, SAP Analytics
- ✓ Project Documentation
Expertise: RFIs, Submittals, Change Orders, COOCs, Invoicing, DSBO Reporting, Meeting Coordination
- ✓ SBE Participation reporting and tracking on five DEN projects
- ✓ Experience with V-1 team

Relevant Experience

DEN Experience

Projects Supported with Turner-Flatiron JV:

- A West Concourse Expansion
- A East Ground Load
- GARDI
- DELTA Phase I & II Relocation
- Alaskan Airlines Terminal Enhancements

Oversaw User Access, Roles, and Permission Management |
Uploaded & Published Drawings, Specifications, and Construction Documents | Resolved Technical Issues | Extracted and Compiled Data from SAP Modules | Generated Preliminary DSBO Compliance Reports



JORDAN FETTE

Pay App & Contract Administration

Jordan Fette is a highly skilled Project Controls Specialist with over four years of experience in managing complex schedules, pay applications, and resource allocations for large-scale infrastructure projects, primarily at Sound Transit. With a proven ability to drive efficiency and promote critical decision-making, Jordan excels in integrating new systems, conducting cost and schedule analyses, and leading multi-disciplinary teams toward successful project delivery. Adept at mitigating risks and identifying opportunities, he brings a detail-oriented approach to project controls, ensuring cost accuracy and timeline adherence. A self-starter with a passion for delivering top-tier project management and control services, Jordan is committed to helping clients achieve operational excellence through data-driven insights and innovative solutions.

Career Tenure

6 Years in the Industry
1 Year with Axiom

Education

B.S., Environmental Science,
University of Washington

Electrical Engineering w/
Math Minor- Coursework,

Key Qualifications

- ✓ On behalf of the Windsor-Detroit Bridge Authority, developed and drafted business case, requirements document, and Progressive Design-Build RFP and contract for a highway scope in Ontario, Canada
- ✓ Has supported multi-billion dollar projects throughout North America

Relevant Experience

Sound Transit, West Seattle and Ballard Link Extensions (WSBLE) (Seattle, WA) **Confidential**
Cash Flows & Estimating Support | Capital Extension Project | Support White Papers of Basis of Estimate | Large-scale Project | Numerous Stakeholders

Sound Transit, Federal Way Link Extension **\$3.1B**
Deputy Controls Manager | Monthly Progress Reports | Large-scale Project | Design-Build | Supported Project Managed in Decision-making Processes | Implementation of New Software System | Conducted Regular Progress Performance Reviews | Risk Analysis

Sound Transit, Federal Way Light Rail Link Extension **\$3.1B**
Project Controls Specialist | Design-Build | Large-scale Project | Preparation of Project Documents | Reports | Workflows | Monthly Forecasting | Cost Reporting for Major Client/Customers in the State of Washington



Career Tenure

24 Years in the Industry
6 Years with V-1

Key Qualifications

- ✓ Large-scale project experience at DEN
- ✓ Brings an owner’s perspective to his projects
- ✓ Unique BHS & concourse expansion experience

ABEL GARCIA

Project Executive | V-1 Consulting

Abel Garcia is a seasoned construction executive with vast experience in airport planning, design, and construction, including significant experience managing Baggage Handling System (BHS) projects. He has led all phases of project delivery—from inception and design through procurement, construction, and closeout—while overseeing cost, schedule, quality, and safety performance. Abel offers clients a distinct advantage through his prior experience with United Airlines, giving him first-hand insight into the owner’s perspective on aviation projects. He is also a strong advocate for small and diverse businesses in Denver and remains actively involved with aviation-focused associations that support these communities.

City of Denver, BHS Program Director

Los Angeles World Airports (LAWA) - Terminal 4/5 Modernization Program

FIS BHS Replacement/Modernization Study (IAD)

DEN United Airlines Clubs

Port of Seattle Baggage Optimization Project Phase 2



Career Tenure

24 Years in the Industry
5 Years with AtkinsRéalis

Key Qualifications

- ✓ Extensive experience in alternative delivery/commercial procurements
- ✓ DEN Interim Landside Infrastructure Manager and Airside Project Manager for Concourse C RON Pad project

MATTHEW CIRULLI

Project Executive | AtkinsRéalis

With over two decades of experience in leading major infrastructure programs and projects, Matt specializes in large program management services with alternative delivery methods, complex financing, and commercial structures including Public Private Partnerships. Matt has successfully managed over \$2 billion in infrastructure programs. His client-focused approach has helped public sector agencies develop cutting-edge procurement strategies, including project bundling and the optimization of project prioritization. The strategies he employs help achieve economies of scale and expedite program delivery schedules.

DEN Engineering

As Interim Infrastructure Manager, managed annual CIP project request and budget for landside and airside projects, and supervised design and construction of various aviation projects.

DEN Engineering

As Airside Project Manager, managed design oversight and construction of the Concourse C RON Pad and associated T/W improvements.

Eagle P3 FasTracks Segment 3, RTD & DEN



ANDREW JOHNSON
Baggage Subject Matter Expert

Andrew Johnson is a dedicated project manager with a strong engineering background and extensive experience delivering complex, project-based solutions. With 22 years in automated baggage handling systems (BHS) across aviation, he brings a wealth of industry expertise and a disciplined approach to project execution. Andy excels in setting and managing rigorous project schedules and deadlines, ensuring alignment with budgeted hours while achieving key milestones. Known for his collaborative leadership style, he empowers teams to reach peak performance by equipping them with the right tools, fostering open communication, and proactively removing obstacles. Andy is committed to exceeding customer expectations and building lasting relationships, making him a trusted partner in every project.

Career Tenure
22 Years in the Industry
10 Months with V-1

- Key Qualifications**
- ✓ Large-scale project experience at DEN
 - ✓ International BHS experience
 - ✓ 22 Years of BHS experience

Automatic Bag Drop Coordination, Alaska Airlines, Sea-Tac Airport
DEN Consolidated CBRA (BHS)
APM O&M Support- Beijing Capital International Airport
APM Controls Assessment and Control Room Relocation, George Busk International



KAYLA JASEN
Concessions Coordinator

Kayla is a detail-oriented leader with extensive experience managing all phases of construction projects, particularly within active airport environments. She has successfully overseen complex projects such as the Frontier Hangar Building Repairs, the FedEx Facility Repairs, and the reconfiguration of the Airport Legal Services Office—each requiring close coordination with airport operations, phased scheduling, and constant communication with diverse stakeholder groups. Her ability to deliver high-quality outcomes in fast-paced, continuously occupied spaces demonstrates her strength in managing logistics, meeting tight deadlines, and keeping projects within budget. As the Concessions Coordinator on this project, Kayla will serve as the key liaison between the project team and airport concessionaires. She will manage scheduling impacts, coordinate phasing plans to minimize operational disruptions, and maintain proactive communication to ensure concessionaires are informed and supported throughout construction. Her experience and leadership will help ensure smooth execution and positive tenant relationships during all phases of the project.

Career Tenure
8 Years in the Industry
3 Years with JWI

- Key Qualifications**
- ✓ Large-scale project experience at DEN
 - ✓ Design-build experience at DEN

Frontier Hangar Building Repairs (\$100M)
Airport Legal Services Office Reconfiguration
FedEx Building Repairs



Career Tenure

15 Years in the Industry
1 Year with JWJ

Key Qualifications

- ✓ ICS 100, 200, 300, 700, 800 Certifications
- ✓ IS 00915, 01170, 01171, 01172 Certifications
- ✓ DEN experience

SCOTT FEUERSTEIN
Low Voltage / Systems Subject Matter Expert

Scott Fuerstein is a highly skilled low voltage systems specialist with extensive experience managing complex technology projects in active airport environments. As a key team member on the DEN Physical Access Control System (PACS) Replacement Project, he led coordination between DEN stakeholders, the Construction Manager at Risk (CMAR), and the design team to ensure seamless implementation of critical security infrastructure. His expertise spans technical system development, sensitive systems installation, commissioning, and compliance with Sensitive Security Information (SSI) protocols. Scott’s hands-on role in reviewing submittals, RFIs, and pay applications, along with his proactive involvement in permitting, shutdown coordination, and stakeholder communication, showcases his ability to manage high-risk, high-security systems with precision. His deep understanding of DEN operations and proven track record make him exceptionally well-suited to serve as the Low Voltage Subject Matter Expert (SME) on the C West Concourse Expansion Project, where accuracy, integration, and system reliability are paramount.

DEN Physical Access Control System (PACS) Replacement Project



Career Tenure

20 Years in the Industry
6 Years with JR Harris

Key Qualifications

- ✓ Structural design professional with a Ph.D.
- ✓ Structural design assistance on DEN projects
- ✓ Understands DEN systems and protocols

HOLLY JANOWICZ
Structural Subject Matter Expert

Holly Janowicz has a broad range of experience working in structural engineering practice and research. She has been responsible for the structural design, evaluation, and repair of commercial, industrial, residential, and temporary works structures. She is experienced in the design and analysis of numerous material types including structural steel, wood, cold-formed steel, masonry, and both mild reinforced and post-tensioned concrete. Her experience also includes leading the design and research development for a new construction technology approach for multi-family construction. Professional research projects include the development of a cold formed steel high-seismic lateral system, cold-formed steel truss development, and evaluation of various design standard provisions. Holly has performed structural design of a new floor structure on the DEN Level 5.5 project, including modifications and strengthening the existing structure. She also supported a feasibility study for the DEN Train Loop for a new train system interfacing with multiple airport buildings.

Denver International Airport, Level 5.5
Denver International Airport, Train Loop
VA Hospital - Durham, NC
Denver International Airport, Train Tunnel
National Renewable Energy Laboratory - Golden, CO



Career Tenure

7 Years in the Industry
3 Years with Path EGD

Key Qualifications

- ✓ Wayfinding on large-scale DEN projects
- ✓ Design-build projects
- ✓ SBE-Certified business owner

KRYSTAL SCHYMACHER
Wayfinding Subject Matter Expert

Krystal Schymacher brings strong expertise in wayfinding, with experience on large-scale aviation projects such as the DEN Concourse Expansion Program, where she served as the airport’s Wayfinding & Signage Manager. In that role, she led the development and execution of a comprehensive signage strategy, overseeing technical specifications, prototyping, stakeholder coordination, and vendor management. She also played a key role in campus-wide efforts, supporting the DEN Wayfinding Consultant, managing the consultant selection process, and guiding the creation of a strategic plan to standardize signage across the entire DEN campus. Her knowledge will be invaluable during the design phase of the C West Expansion Program, where she will provide critical input to ensure effective, user-centered wayfinding throughout the facility.

Campus-Wide Wayfinding Master Plan
CBP Arrivals Corridor Signage & Employee Experience Graphics
Campus-Wide Wayfinding Master Plan
Peña Boulevard Improvement Project
Great Hall Renovation
Employee Experience Enhancement through Environmental Graphics (Orlando International Airport)



Career Tenure

28 Years in the Industry
26 Years with GROUND

Key Qualifications

- ✓ P.E., Professional Engineer, State of Colorado (# 58742)
- ✓ Inspection testing on the Great Hall Redevelopment and the Concourse Expansion Program

TIM LUSCOMBE, MBA, ASQ, CQM/OE, P.E.
Materials Lab Manager

Tim has provided project management services at GROUND Engineering for over 25 years in construction materials testing, special inspections, and civil inspections. He has performed services on many construction projects including commercial, industrial, energy, multifamily residential, high-rises, airports, dams and reservoirs, municipal infrastructure, land development, and heavy civil infrastructure including bridges and highway work. The projects have included report generation and review, schedule coordination, data analysis, and personnel management. Currently, Tim serves as the Materials Laboratory Administrator overseeing the contract to maintain and operate the Denver International Airport materials laboratory. He also serves as the corporate Health and Safety Manager, responsible to implement health and safety policies and protocols across the whole company. Tim supervises all the field and lab materials testing services for construction activities at DEN including special inspection testing on the Great Hall Redevelopment and the Concourse Expansion Program.

DEN Quality Assurance Materials Laboratory Administrator
DEN South Terminal Redevelopment
DEN Runway & Aprons



EDWARD GRUNER

Safety Manager

Edward has 30 years of experience in safety compliance training, construction coordination and inspection, project management, team building, staff supervision, and environmental health and safety experience including an extensive background in Occupational Safety and Health Administration (OSHA) specifications. Edward is OSHA 500-501 Train-the-Trainer program-certified. His responsibilities on the GARDI A-A48-60 project include quality assurance inspection services during construction and closeout.

Career Tenure

30 Years in the Industry
19 Years with AtkinsRéalis

Key Qualifications

- ✓ Experience as safety advisor at DEN
- ✓ OSHA certified

Safety Advisor for:

GARDI-A-A48-60, DEN
Air Cargo Way Rehab, RNO (Reno-Tahoe Airport Authority)
Taxiway A and Apron Phase 4 Project, RTS (Reno-Stead Airport)
I-25 and SH 119 Mobility Hub Construction Management, Longmont, CO
I-15 Tropicana Design-Build Public Information Project, Las Vegas, NV

TAB 7 Submittal Forms



528 Clayton Unit B Denver,
Colorado 80206
Main +1 (720) 447-7720

May 06, 2025

Subject: Contract Agreement Acknowledgement

Dear Selection Committee,

On behalf of V-1 Consulting, we hereby acknowledge receipt and review of the contract agreement included as part of the Statement of Qualifications (SOQ) for the Concourse C West Program Management support services project. We confirm that we have thoroughly reviewed the contract terms and conditions and take no exceptions.

We appreciate the opportunity to submit our qualifications and look forward to the possibility of supporting DEN on this important project.

Should you require any additional information or documentation, please do not hesitate to contact us.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Abel Garcia', with a stylized flourish at the end.

Abel Garcia
President

agarcia@v-1consulting.com

(720) 447-7720

VI. ATTACHMENT 1, SUBMITTAL FORMS**Attachment 1, Part 1 Submittal Acknowledgement Letter****City and County of Denver
Denver International Airport**Submitter: V-1 Consulting Date: 05/06/2025

Airport Office Building (AOB)
Denver International Airport
8500 Pena Boulevard
Denver, Colorado 80249-6340

In response to the Request for Submittal (RFQ) dated April 8, 2025, for RFQ NO. 202578570, the undersigned hereby declares that they have carefully read and examined the submittal documents and hereby proposes to perform and complete the work as required in the Scope of Work. Attached hereto are the completed responses to Parts 2, 3 and 4 of the Submittal Forms.

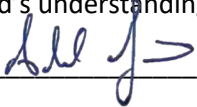
The undersigned agrees that this submittal constitutes a valid offer to negotiate a Contract with the City and County of Denver (City) to perform the work described in the submittal documents.

After final agreement on the terms of the Contract has been reached, the undersigned agrees to execute the Contract, which will be prepared by the City, in a timely manner.

The undersigned acknowledges receipt and consideration of the following addenda to the submittal documents:

Addenda Numbers: Addendum 1 (April 29, 2025)

The undersigned certifies that they have examined and is fully familiar with the submittal documents and has satisfied themselves with respect to any questions regarding the RFQ which could in any way affect the undersigned's understanding of the Scope of Work or any estimate of the cost thereof.

Signature: Type or print name: Abel GarciaSubmitter's Business Address: 528 Clayton St. Unit B Denver, CO 80206E-mail address: agarcia@v-1consulting.com

Attachment 1, Part 2 Submittal Data Form**City and County of Denver
Denver International Airport
(Please use this form)**Submitter Name: V-1 ConsultingSubmitter Address: 528 Clayton St. Unit B Denver, CO 80206Phone: 720-447-7720 Fax N/AEmail: agarcia@v-1consulting.comFederal Identification Number: 84-1745188Principal in Charge (Name & Title): Abel Garcia - PresidentProject Manager for this RFQ (Name & Title): Hunter Wardlaw - DirectorEqual Employment Opportunity Officer: Shawn Williams

Name(s) of Professional and Public Liability Insurance Carrier(s):

Hub International Insurance Brokers**Parent Company Information
(If Applicable)**

Name of Company: _____

Address: _____

Phone: _____ Fax: _____

Contact Person: _____

Submittal is for (check one):

- ☐ Sole Proprietorship
☐ Partnership
☒ Corporation

If this is a corporation, then you are the (check one):

- ☐ Subsidiary
☒ Parent Company

State of Incorporation: Colorado

Is this a joint venture?

- ☐ YES
☒ NO

If this is a joint venture, a certified copy of the Joint Venture Agreement must accompany this submittal.

Licenses to perform work (issuing authority, date, and validity—please provide copies of all listed):

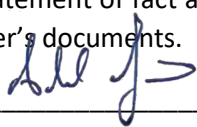
A certificate of good standing for the State of Colorado is attached.

References
(Provide three professional references below)

1. Company Name: Port of Seattle
Contact: Ed Weitz
Project Title: Baggage Optimization Project Phase 2 and 3
Email: Weitz.E@portseattle.org
Phone Number: (206) 954-6410
2. Company Name: Alaska Airlines
Contact: Gabe Orvold
Project Title: North Main Terminal Redevelopment Program
Email: Gabe.Orvold@alaskaair.com
Phone Number: (206) 550-2108
3. Company Name: Colorado Springs Airport
Contact: Bud Geng
Project Title: L3 BHS Makeup Upgrades and Mod 1E/2E Post-Screening Crossover & DEN TSA Recapitalization and BHS Modernization
Email: Bud.Geng@coloradosprings.gov
Phone Number: (575) 835-8018

CERTIFICATION

The undersigned certifies that to the best of his/her knowledge, the information presented in this Submittal Data Form is a statement of fact and that the Submitter has the financial capability to perform the work described in the Submitter's documents.

Signature  Title President

Print Name Abel Garcia

Date: 05/06/2025



528 Clayton Unit B
Denver, Colorado 80206
Main +1 (720) 447-7720

May 6, 2025

Subject: Dun & Bradstreet (D-U-N-S®) Number (Attached to Data Form as notes in Addendum 1)

To Whom It May Concern:

This letter serves to provide you with an important identifier for our company, V-1 CONSULTING, LLC.

Our Dun & Bradstreet (D-U-N-S®) Number is: **035415029**

This unique nine-digit number is widely used as a standard business identifier and is often required for various business processes, including credit reporting, supplier registration, and government contracting.

Please feel free to include this number in your records for V-1 CONSULTING, LLC.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Abel Garcia'.

Abel Garcia
President
agarcia@v-1consulting.com
(720) 447-7720

OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF GOOD STANDING

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

V-1 Consulting, LLC

is a

Limited Liability Company

formed or registered on 04/20/2019 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 20191332531 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 05/02/2025 that have been posted, and by documents delivered to this office electronically through 05/05/2025 @ 13:08:35 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 05/05/2025 @ 13:08:35 in accordance with applicable law. This certificate is assigned Confirmation Number 17269966 .



A handwritten signature in blue ink, reading "Jena Griswold", is written over a horizontal line.

Secretary of State of the State of Colorado

*****End of Certificate*****

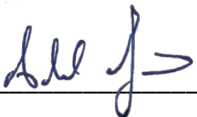
Notice: A certificate issued electronically from the Colorado Secretary of State's website is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's website, <https://www.coloradosos.gov/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our website, <https://www.coloradosos.gov> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."

Attachment 1, Part 3 Disclosure of Legal and Administrative Proceedings and Financial Condition

**City and County of Denver
Denver International Airport
(Please use this form)**

If no disclosure required in accordance with III-15, please sign affirmation statement.

The undersign affirms that V-1 Consulting/Abel Garcia (Submitter) has not been involved in any legal or administrative proceedings which involve a claim in excess of Fifty Thousand Dollars (\$50,000.00); has not filed bankruptcy within the last ten (10) years; has not been debarred or suspended from submitting/proposing on any Federal, State or local government procurements; and neither the Submitter nor its key employees have been convicted of a bid/submittal-related crime, violation or felony in the last five (5) years.

Signature  Title President

Print Name Abel Garcia

Date 4/30/2025

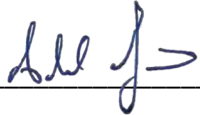
If disclosure is required in accordance with III-15, please use the following space to provide information. If additional space is needed, please attach additional pages.

No disclosures required under III-15.

Attachment 1, Part 4 Conflict of Interest**City and County of Denver
Denver International Airport
(Please use this form)**

If no conflict of interest exists in accordance with III-25, please sign affirmation statement.

The undersign affirms that V-1 Consulting/Abel Garcia (Submitter) does not currently have existing contracts with the City for work at DEN, including any contracts held by Submitter's parent, affiliates or subsidiary corporations, that might create a conflict of interest if this contract is awarded to Submitter.

Signature 

Title President

Print Name Abel Garcia

Date 05/06/2025

If disclosure of potential conflict(s) of interest is required in accordance with III-25, please use the following space to provide information. If Submitter believes a conflict of interest may exist but can be mitigated, please describe the steps it proposes that it or others could take to mitigate the conflict. If additional space is needed, please attach additional pages. **V-1 has no conflicts of interest in accordance with III-25**

Contract No. _____ Contract Name: _____

Description of conflict: _____

Proposed mitigation: _____

Contract No. _____ Contract Name: _____

Description of conflict: _____

Proposed mitigation: _____

DEN Conflict Question Submission Form

This form and associated process allows for the submission and resolution of a prospective vendor's difficult or unusual concerns related to conflicts of interest involving an individual person, a contractor/consulting company, or a procurement. A City or DEN employee may use this form to submit a question raised by a contractor/consultant or other third party. A contractor/consultant or other third party may complete Sections I through V of this form, in which case a City employee must verify and supplement, if necessary, Sections IV and V of this form.

Submitters should not disclose privileged internal communications or, regarding submissions by City or DEN employees, information concerning the deliberative process that led to the issue or submission. Please be aware that non-privileged public records (including non-privileged internal e-mails) may be subject to the Colorado Open Records Act.

I. Contact Information for Person Submitting this Form

Name, employer and title of employee

Submission Date

E-mail address

Telephone Number

II. Requesting Consultant / Contractor Information

Is this potential conflict concern raised by a City or DEN employee or an outside entity (regardless of who submitted it)? For example, a contractor or consultant working for, or interested in working for, DEN.

☐ Yes - outside entity

☐ No - internal

III. Conflict Question

Briefly and clearly explain the specific conflict concern. If the question concerns a potential conflict between past, current or anticipated work please identify all relevant contracts, work/task orders or procurement processes with contract or procurement numbers if possible. Include details such as the scope of work in the existing contract and the anticipated scope of work, or other information to explain the potential conflict and any mitigation efforts taken. Please specify whether the non-DEN parties are/were a prime contractor or subcontractor on each relevant contract. If the issue relates to a person or entity whose roles or involvement might conflict on one project, please describe the potentially conflicting scopes. Include all relevant facts whether they weigh for and against there being a conflict. If necessary, attach relevant pages of agreements, RFPs and other documents. Please avoid attaching lengthy documents.

Describe the potential conflict question or concern.

Provide any additional information you believe would assist in considering the situation, including similar situations or special circumstances.

IV. DEN Stakeholders

Which DEN division or divisions are identified in the relevant contract/s? Typically, this is specified in the initial paragraphs or in a section called something like: "Line of Authority"

Has this or a related question been submitted previously or addressed informally? If so, please describe the circumstances and people involved.

Identify any City or DEN Attorneys working on relevant related contracts or who was consulted on this issue.

List any other City or DEN employees that have relevant information. If the question concerns an active procurement process, include the contract administrator.

V. Timeline Constraints

Is there a procurement or other activity impacted by this decision? If so, what is the date of that, such as the date work must start, or an RFP will be issued?

If yes, briefly describe the timing issue and any specific dates and potential impacts.

VI. DEN Decision

Does past, current or anticipated work by the outside party give them an unfair advantage or create an unacceptable impression that they have an unfair advantage?

- ☐ Not applicable
- ☐ Yes - a conflict exists
- ☐ No - based on information provided no conflict anticipated
- ☐ DEN cannot make a determination at this time

Would allowing the outside party to serve in multiple roles on the same or related projects result in an unacceptable actual or perceived conflict?

- ☐ Not applicable
- ☐ Yes - a conflict exists
- ☐ No - based on information provided no conflict anticipated
- ☐ DEN cannot make a determination at this time

Does the outside party's past, current or future work for other entities create an unacceptable conflict of interest?

- ☐ Not applicable
- ☐ Yes - a conflict exists
- ☐ No - based on information provided no conflict anticipated
- ☐ DEN cannot make a determination at this time

Would the proposed participation of the outside party otherwise jeopardize an open, fair competitive process?

- ☐ Not applicable
- ☐ Yes - a conflict exists
- ☐ No - based on information provided no conflict anticipated
- ☐ DEN cannot to make a determination at this time

VII. Comments / Conditions



DIVISION OF SMALL BUSINESS OPPORTUNITY (DSBO) COMMITMENT TO SBE PARTICIPATION

This Commitment Form must be completed by all Bidders/Proposers or Contractors/Consultants/Tenants (Prime) to indicate their commitment towards satisfying this project's SBE participation requirement with City and County of Denver (CCD) certified SBE firms. ***This form is not applicable to SBE Defined Pool 30% self-performance requirement.***

SBE PARTICIPATION COMMITMENT:

The Bidder/Proposer or Prime is committing to 62 % of the total contract value to SBE participation.
The total contract value is inclusive of value changes made throughout the life of the contract.

GOOD FAITH EFFORT:

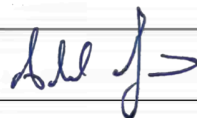
If Bidder/Proposer or Prime's abovementioned SBE participation commitment is less than the SBE participation requirement percent established by DSBO, the Bidder/Proposer or Prime must submit to DSBO with this Commitment Form a comprehensive statement of their good faith efforts as per the categories outlined in Chapter 28 of the D.R.M.C.

The undersigned Bidder/Proposer or Prime hereby agrees and understands that they must comply with their SBE commitment on this project in conformity with Chapter 28 D.R.M.C. and the terms of their City contract. Failure to comply is a material breach of said contract, which may result in the imposition of sanctions on the Prime, as deemed appropriate by DSBO.

Bidder/Proposer or Prime (Name of Firm): V-1 Consulting

Firm's Representative: Abel Garcia

Title: President

Signature (Firm's Representative): 

Date: 05/06/2025

Address: 528 Clayton St. Unit B

City: Denver

State: CO

Zip: 80206

Phone: (720) 447-7720

Email: agarcia@v-1consulting.com



DIVISION OF SMALL BUSINESS OPPORTUNITY (DSBO)

Small Business Enterprises (SBE)

Utilization Plan

This form **must be completed by all submitters** to indicate their commitment towards creating and expanding contract opportunities for City and County of Denver SBE certified small businesses. To meet the minimum DSBO responsiveness requirements, Submitter shall provide the proposed SBE Utilization Plan **at the time of submission deadline** to substantiate the Submitter's specified SBE participation commitment. Each of the prompts below must be comprehensively and meaningfully addressed. Leaving a section blank or entering "N/A" may deem the submitter nonresponsive. (Maximum 400 words per section).

The approved Utilization Plan may be subject to revisions throughout the life of the contract.

Submitter/Prime Name:

V-1 Consulting/Abel Garcia

Project/Contract Name and Number:

Concourse C West Program Management Services | RFQ # 202578570



Utilization Strategies	• Explain the strategies and tactics the Submitter is currently using and plans to implement in the future to enhance the participation of both new and established City and County of Denver SBE certified small businesses in contracting opportunities. Please provide concrete examples. • Please list the anticipated scopes of work that may utilize SBE certified businesses. If known, list specific SBE certified firms that you may consider for certified subcontractor utilization. For reference, please refer to CCD Certified Small Business Database. Small Business Certification and Contract Management System Denver Office of Economic Development Response: V-1 is dedicated to advancing participation of both new and established City and County of Denver (CCD) SBE-certified firms through focused mentorship, outreach, and inclusive engagement. Our approach prioritizes education, partnership development, and clearly defined roles that foster meaningful contribution and long-term success. We are active members of the HCC and maintain strong relationships with graduates of DEN’s Business Development Training Academy (BDTA), regularly engaging them to explore partnership opportunities on current and upcoming projects. To further strengthen small business readiness, we collaborate with the Colorado Small Business Development Center (SBDC) to connect SBEs with training in certification processes, operations, HR, insurance, and business planning—positioning them to grow and compete effectively on public contracts. V-1 also promotes mentor-protégé partnerships and supports joint-ventures when applicable, ensuring SBEs have access to resources, guidance, and equitable opportunities throughout the program. Our commitment goes beyond meeting goals—we help firms achieve sustainable growth through meaningful participation. SBE firms are integrated into our delivery team across key scopes on C West, including subject matter expertise, project controls, design support, PMT services, and administration. We are proposing a 62% SBE participation commitment on this project. Confirmed Firms and Estimated Participation: Certified SBEs: V-1 (Self-Performed) – 30% Walker Solutions – 5% ID8 Design – 5% J.A. Watts (JWI) – 3% JMBangert – 3% BBH Management – 5% Axiom – 5% Path EGD – 2% Yeh & Associates – 5% Non-SBEs: Garver – 10% AtkinsRéalis – 12% Ardurra – 10% GROUND – 2.5% J.R. Harris – 2.5% (SBE cert in Fall 2025) We actively reference the CCD Certified Business Database to identify partners and ensure transparent, impactful engagement at every phase of the project. On a recent project in Newark, V-1 partnered with a certified SBE to deliver a fast-paced, tenant-driven scope. The project led to the creation of three new jobs and helped position the firm for future aviation pursuits—demonstrating our commitment to building capacity, opening doors, and advancing equity in the industry.
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**Standard Procedure for
Bid Packages**

- Describe Submitter's procurement process, policies and procedures for soliciting SBE certified small business participation. Please provide details on the practices already in place and/or anticipated practices that ensure that SBE certified small businesses are successful in obtaining subcontracts on this project.

Response:

As an MBE/SBE-certified firm, V-1 is committed to creating equitable opportunities for other SBE-certified businesses through a thoughtful and inclusive procurement process. While we often serve as a subconsultant, we have also led projects as a prime and understand the importance of fostering small business growth.

V-1 follows a structured, transparent procurement approach aligned with the City and County of Denver's goals to promote participation from Small Business Enterprises (SBEs), Minority/Women-Owned Businesses (MWBEs), and other disadvantaged firms.

1. Early Engagement of Certified Firms

We identify and reach out to certified firms early in project planning to ensure meaningful participation. This includes outreach meetings, accessible scope summaries, and guidance on requirements and expectations.

2. Outreach and Prequalification

In coordination with DEN's Division of Small Business Opportunity (DSBO) and partners like BCG, HCC, COMTO, and SAME, we help identify qualified firms. We offer targeted outreach, info sessions, and one-on-one support to prepare firms for upcoming opportunities.

3. Procurement Documentation and Oversight

Our team develops standardized procurement documents (RFPs, RFQs, rubrics) to promote fairness, compliance, and consistency. We also support evaluation teams to ensure transparent scoring aligned with CCD and DEN policies.

4. Mentorship and Capacity Building

To help build long-term capacity, we implement mentorship opportunities for smaller firms—assisting them in navigating contract requirements, strengthening back-office functions, and preparing for future prime roles.

If unique scopes emerge beyond current partnerships, we are committed to providing certified SBE firms a fair chance to compete. This includes identifying needs early, conducting targeted outreach, and sharing scope details and technical support to foster inclusion.

Finally, we will support the selected construction team in meeting SBE and workforce goals, recognizing that their success directly contributes to the program's overall success.



Technical Assistance	Describe the assistance and/or guidance that Submitter will provide to certified small businesses that may help advance SBE certified businesses forward. This could include technical, financial, or support services to the certified small businesses that allows them to have meaningful participation on this or other contracts. Examples of such may include, but are not limited to, quality control, bonding, insurance assistance, payment advances, mentoring programs, joint ventures, workforce development, technical assistance, access to capital platforms, etc. Response: V-1 is committed to advancing the success of certified SBE businesses through a multifaceted approach that includes technical assistance, mentorship, workforce development, and community engagement. Our strategy ensures small businesses not only participate but grow their capacity to lead on future contracts. We are refining V-1's internal Equity, Diversity, and Inclusion (EDI) Plan through monthly staff meetings, focusing on actionable strategies that promote small business development. This includes establishing a Quarterly SBE Contractor/Vendor Award, recognizing outstanding partners publicly via LinkedIn to elevate their visibility and credibility within the industry. V-1 is in the process of expanding our involvement with the Colorado Small Business Development Center (SBDC) to offer guidance in areas such as business planning, insurance, bonding, and certification navigation. We also encourage our team to attend diverse panel discussions and industry events hosted by organizations like the Hispanic Contractors of Colorado (HCC) and Conference of Minority Transportation Officials (COMTO) to deepen our partnerships and share knowledge with certified firms. As a small business ourselves, we understand the barriers many SBE firms face. Where possible, we advocate for payment flexibility, including prompt payment practices to help with cash flow, and explore opportunities for joint-ventures and mentoring relationships to guide SBEs through project delivery expectations. We also teamed with AtkinsRealis for this project and feel strongly about their commitment to all our SBE partners. Their support will be critical for ensuring our partners are also supported with the right resources and tools for success. AtkinsRéal is mentoring MWBE Civil Technology, Inc., in partnership with DEN, as part of the City and County of Denver's Mentor-Protégé Program. In this role, AtkinsRéal is supporting CTI in its efforts to enhance capacity to deliver digital solutions for DEN and other clients, as well as in creating a governance framework to support recruitment, retention, performance management, and other key operational tasks. Our approach is centered on long-term growth—not just contract participation. By providing technical resources, professional development, and public recognition, we help ensure SBE partners are equipped to deliver successfully on this project and compete for future opportunities with confidence.
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Diversity and Inclusiveness* in City Solicitations Information Request Form

Submitted on	16 April 2025, 12:25pm
Receipt number	6240
Related form version	6

Page 1/2

Business Email Address	agarcia@v-1consulting.com
Enter Email Address of City and County of Denver contact person facilitating this solicitation	Contract.procurement@flydenver.com
Please provide the City Agency that is facilitating this solicitation:	Denver International Airport
Project Name	Concourse C West - Program Management Support Services – RFQ No. 202578570
Solicitation No. (If Applicable)	
Name of Your Company	V-1 Consulting
What Industry is Your Business?	Professional
Street Address	V-1 Consulting LLC, 528 Clayton St Suite B
City	Denver
State	CO
ZIP Code	80206
Business Phone Number	7204477720
Business Facsimile Number	

Page 2/2

1. How many employees does your company employ?	11 - 50
1A. How many of your employees are full time?	27
1B. How many of your employees are part time?	1

2. Do you have a Diversity and Inclusiveness Program?	Yes
2.1. Employment and retention?	Yes
2.2. Procurement and supply chain activities? *	Yes
2.3. Customer Service?	Yes
3. Provide a detailed narrative of your company's diversity and inclusiveness principles and programs. This may include, for example, (i) diversity and inclusiveness employee training programs, equal opportunity policies, and the budget amount spent on an annual basis for workplace diversity; or (ii) diversity and inclusiveness training and information to improve customer service. (If Not Applicable, please type N/A below) *	See attached DEI program doc
4. Does your company regularly communicate its diversity and inclusiveness policies to employees?	Yes
5. How often do you provide training and diversity and inclusiveness principles?	Other: upon hiring
5.1 What percentage of the total number of employees generally participate?	76 - 100%
6. State how you achieve diversity and inclusiveness in supply and procurement activities. This may include, for example, narratives of training programs, equal opportunity policies, diversity or inclusiveness partnership programs, mentoring and outreach programs, and the amount and description of budget spent on an annual basis for procurement and supplier diversity and inclusiveness. (If Not Applicable, please type N/A below)	See attached DEI program doc
7. Do you have a diversity and inclusiveness committee?	No
8. Do you have a budget for diversity and inclusiveness efforts?	Yes
9. Does your company integrate diversity and inclusion competencies into executive/manager performance evaluation plans?	No
10. I attest that the information represented herein is true, correct and complete, to the best of my knowledge.	Check Here if the Above Statement is True.
Name of Person Completing Form	Shawn Williams
Today's Date	04/16/2025
NOTE: Attach additional sheets or documentation as necessary for a complete response.	DEI Program.pdf



V-1 Consulting's Commitment to DEI

V-1 Consulting has a DEI program that is in process of being re-vamped. Our program encompasses both internal initiatives and external engagement. Diversity, equity, and inclusion are core to who we are—not just a standalone initiative, but a reflection of how we operate every day.

Built on an Inclusive Foundation

V-1 prides ourselves on our unique blend of expertise, cultural heritage, and a deep commitment to excellence. As a minority-owned small business, we understand the importance of diversity in driving innovation and fostering strong, resilient partnerships. Our founder Abel Garcia's personal connection to heritage plays a vital role in shaping the values of our company. Our deep inspiration to bring perseverance and hard work to every project stems from our roots in Mexican culture, a heritage that embodies these very qualities.. This background informs our ability to bridge cultures and communities, delivering thoughtful, tailored solutions for our clients.

Internal Initiatives: Empowering Our Team

Internally, we foster an inclusive work environment by seeking out diverse perspectives, promoting from within, and empowering our team members to grow and lead. Our culture supports collaboration, open dialogue, and continuous professional development. V-1 Consulting is proud to have minority ownership and a diverse team, with **32%** of our organization comprised of individuals from minority groups, including women. Our hiring and promotion practices are rooted in equity, ensuring individuals are recognized for their talent, potential and lived experience.

External Engagement: Supporting Small and Minority-Owned Businesses

Externally, we extend our DEI values by supporting other small and minority-owned businesses. We provide procurement opportunities and collaborate through local organizations such as the Airport Minority Advisory Council (AMAC) and the Hispanic Contractors of Colorado (HCC). These partnerships help advance equity within the broader construction and consulting industries. We also engage with certified businesses who have graduated from DEN's BDTA program for potential collaborations and partnerships.

Community Outreach and Education

As part of our DEI efforts, we also support our employees to participate in educational and volunteer programs that expose young students—particularly those from historically marginalized communities—to careers in construction. We believe representation matters, and it's important for kids to see professionals who look like them in leadership and skilled trade roles. We empower employees to actively build inclusive communities by supporting Habitat for Humanity's mission of affordable housing and Food Bank of the Rockies' fight against hunger through volunteerism and dedicated initiatives. V-1 proudly sponsors and actively participates in the Hispanic Chamber of Commerce of Colorado (HCC) events, including providing speakers, to support their mission of fostering Hispanic business leadership and community advancement.

Our DEI program is not siloed—it is woven into our culture, operations and community relationships. We've created a company goal to re-vamp our DEI program by the end of 2025 with full implementation by 2026 —ensuring our DEI efforts continue to evolve and create meaningful impact both internally and externally.



528 Clayton Unit B Denver,
Colorado 80206
Main +1 (720) 447-7720

May 06, 2025

Subject: Contract Agreement Acknowledgement

Dear Selection Committee,

On behalf of V-1 Consulting, we hereby acknowledge receipt and review of the contract agreement included as part of the Statement of Qualifications (SOQ) for the Concourse C West Program Management support services project. We confirm that we have thoroughly reviewed the contract terms and conditions and take no exceptions.

We appreciate the opportunity to submit our qualifications and look forward to the possibility of supporting DEN on this important project.

Should you require any additional information or documentation, please do not hesitate to contact us.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Abel Garcia'.

Abel Garcia
President

agarcia@v-1consulting.com

(720) 447-7720

Diversity and Inclusiveness* in City Solicitations Information Request Form

Submitted on	16 April 2025, 12:25pm
Receipt number	6240
Related form version	6

Page 1/2

Business Email Address	agarcia@v-1consulting.com
Enter Email Address of City and County of Denver contact person facilitating this solicitation	Contract.procurement@flydenver.com
Please provide the City Agency that is facilitating this solicitation:	Denver International Airport
Project Name	Concourse C West - Program Management Support Services – RFQ No. 202578570
Solicitation No. (If Applicable)	
Name of Your Company	V-1 Consulting
What Industry is Your Business?	Professional
Street Address	V-1 Consulting LLC, 528 Clayton St Suite B
City	Denver
State	CO
ZIP Code	80206
Business Phone Number	7204477720
Business Facsimile Number	

Page 2/2

1. How many employees does your company employ?	11 - 50
1A. How many of your employees are full time?	27
1B. How many of your employees are part time?	1

2. Do you have a Diversity and Inclusiveness Program?	Yes
2.1. Employment and retention?	Yes
2.2. Procurement and supply chain activities? *	Yes
2.3. Customer Service?	Yes
3. Provide a detailed narrative of your company's diversity and inclusiveness principles and programs. This may include, for example, (i) diversity and inclusiveness employee training programs, equal opportunity policies, and the budget amount spent on an annual basis for workplace diversity; or (ii) diversity and inclusiveness training and information to improve customer service. (If Not Applicable, please type N/A below) *	See attached DEI program doc
4. Does your company regularly communicate its diversity and inclusiveness policies to employees?	Yes
5. How often do you provide training and diversity and inclusiveness principles?	Other: upon hiring
5.1 What percentage of the total number of employees generally participate?	76 - 100%
6. State how you achieve diversity and inclusiveness in supply and procurement activities. This may include, for example, narratives of training programs, equal opportunity policies, diversity or inclusiveness partnership programs, mentoring and outreach programs, and the amount and description of budget spent on an annual basis for procurement and supplier diversity and inclusiveness. (If Not Applicable, please type N/A below)	See attached DEI program doc
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DIVISION OF SMALL BUSINESS OPPORTUNITY (DSBO) COMMITMENT TO SBE PARTICIPATION

This Commitment Form must be completed by all Bidders/Proposers or Contractors/Consultants/Tenants (Prime) to indicate their commitment towards satisfying this project's SBE participation requirement with City and County of Denver (CCD) certified SBE firms. ***This form is not applicable to SBE Defined Pool 30% self-performance requirement.***

SBE PARTICIPATION COMMITMENT:

The Bidder/Proposer or Prime is committing to 62 % of the total contract value to SBE participation. The total contract value is inclusive of value changes made throughout the life of the contract.

GOOD FAITH EFFORT:

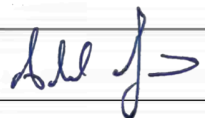
If Bidder/Proposer or Prime's abovementioned SBE participation commitment is less than the SBE participation requirement percent established by DSBO, the Bidder/Proposer or Prime must submit to DSBO with this Commitment Form a comprehensive statement of their good faith efforts as per the categories outlined in Chapter 28 of the D.R.M.C.

The undersigned Bidder/Proposer or Prime hereby agrees and understands that they must comply with their SBE commitment on this project in conformity with Chapter 28 D.R.M.C. and the terms of their City contract. Failure to comply is a material breach of said contract, which may result in the imposition of sanctions on the Prime, as deemed appropriate by DSBO.

Bidder/Proposer or Prime (Name of Firm): V-1 Consulting

Firm's Representative: Abel Garcia

Title: President

Signature (Firm's Representative): 

Date: 05/06/2025

Address: 528 Clayton St. Unit B

City: Denver

State: CO

Zip: 80206

Phone: (720) 447-7720

Email: agarcia@v-1consulting.com



DIVISION OF SMALL BUSINESS OPPORTUNITY (DSBO)

Small Business Enterprises (SBE)

Utilization Plan

This form **must be completed by all submitters** to indicate their commitment towards creating and expanding contract opportunities for City and County of Denver SBE certified small businesses. To meet the minimum DSBO responsiveness requirements, Submitter shall provide the proposed SBE Utilization Plan **at the time of submission deadline** to substantiate the Submitter's specified SBE participation commitment. Each of the prompts below must be comprehensively and meaningfully addressed. Leaving a section blank or entering "N/A" may deem the submitter nonresponsive. (Maximum 400 words per section).

The approved Utilization Plan may be subject to revisions throughout the life of the contract.

Submitter/Prime Name:

V-1 Consulting/Abel Garcia

Project/Contract Name and Number:

Concourse C West Program Management Services | RFQ # 202578570



Utilization Strategies	• Explain the strategies and tactics the Submitter is currently using and plans to implement in the future to enhance the participation of both new and established City and County of Denver SBE certified small businesses in contracting opportunities. Please provide concrete examples. • Please list the anticipated scopes of work that may utilize SBE certified businesses. If known, list specific SBE certified firms that you may consider for certified subcontractor utilization. For reference, please refer to CCD Certified Small Business Database. Small Business Certification and Contract Management System Denver Office of Economic Development Response: V-1 is dedicated to advancing participation of both new and established City and County of Denver (CCD) SBE-certified firms through focused mentorship, outreach, and inclusive engagement. Our approach prioritizes education, partnership development, and clearly defined roles that foster meaningful contribution and long-term success. We are active members of the HCC and maintain strong relationships with graduates of DEN’s Business Development Training Academy (BDTA), regularly engaging them to explore partnership opportunities on current and upcoming projects. To further strengthen small business readiness, we collaborate with the Colorado Small Business Development Center (SBDC) to connect SBEs with training in certification processes, operations, HR, insurance, and business planning—positioning them to grow and compete effectively on public contracts. V-1 also promotes mentor-protégé partnerships and supports joint-ventures when applicable, ensuring SBEs have access to resources, guidance, and equitable opportunities throughout the program. Our commitment goes beyond meeting goals—we help firms achieve sustainable growth through meaningful participation. SBE firms are integrated into our delivery team across key scopes on C West, including subject matter expertise, project controls, design support, PMT services, and administration. We are proposing a 62% SBE participation commitment on this project. Confirmed Firms and Estimated Participation: Certified SBEs: V-1 (Self-Performed) – 30% Walker Solutions – 5% ID8 Design – 5% J.A. Watts (JWI) – 3% JMBangert – 3% BBH Management – 5% Axiom – 5% Path EGD – 2% Yeh & Associates – 5% Non-SBEs: Garver – 10% AtkinsRéalis – 12% Ardurra – 10% GROUND – 2.5% JR Harris – 2.5% (SBE cert in Fall 2025) We actively reference the CCD Certified Business Database to identify partners and ensure transparent, impactful engagement at every phase of the project. On a recent project in Newark, V-1 partnered with a certified SBE to deliver a fast-paced, tenant-driven scope. The project led to the creation of three new jobs and helped position the firm for future aviation pursuits—demonstrating our commitment to building capacity, opening doors, and advancing equity in the industry.
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**Standard Procedure for
Bid Packages**

- Describe Submitter's procurement process, policies and procedures for soliciting SBE certified small business participation. Please provide details on the practices already in place and/or anticipated practices that ensure that SBE certified small businesses are successful in obtaining subcontracts on this project.

Response:

As an MBE/SBE-certified firm, V-1 is committed to creating equitable opportunities for other SBE-certified businesses through a thoughtful and inclusive procurement process. While we often serve as a subconsultant, we have also led projects as a prime and understand the importance of fostering small business growth.

V-1 follows a structured, transparent procurement approach aligned with the City and County of Denver's goals to promote participation from Small Business Enterprises (SBEs), Minority/Women-Owned Businesses (MWBs), and other disadvantaged firms.

1. Early Engagement of Certified Firms

We identify and reach out to certified firms early in project planning to ensure meaningful participation. This includes outreach meetings, accessible scope summaries, and guidance on requirements and expectations.

2. Outreach and Prequalification

In coordination with DEN's Division of Small Business Opportunity (DSBO) and partners like BCG, HCC, COMTO, and SAME, we help identify qualified firms. We offer targeted outreach, info sessions, and one-on-one support to prepare firms for upcoming opportunities.

3. Procurement Documentation and Oversight

Our team develops standardized procurement documents (RFPs, RFQs, rubrics) to promote fairness, compliance, and consistency. We also support evaluation teams to ensure transparent scoring aligned with CCD and DEN policies.

4. Mentorship and Capacity Building

To help build long-term capacity, we implement mentorship opportunities for smaller firms—assisting them in navigating contract requirements, strengthening back-office functions, and preparing for future prime roles.

If unique scopes emerge beyond current partnerships, we are committed to providing certified SBE firms a fair chance to compete. This includes identifying needs early, conducting targeted outreach, and sharing scope details and technical support to foster inclusion.

Finally, we will support the selected construction team in meeting SBE and workforce goals, recognizing that their success directly contributes to the program's overall success.



Technical Assistance	Describe the assistance and/or guidance that Submitter will provide to certified small businesses that may help advance SBE certified businesses forward. This could include technical, financial, or support services to the certified small businesses that allows them to have meaningful participation on this or other contracts. Examples of such may include, but are not limited to, quality control, bonding, insurance assistance, payment advances, mentoring programs, joint ventures, workforce development, technical assistance, access to capital platforms, etc. Response: V-1 is committed to advancing the success of certified SBE businesses through a multifaceted approach that includes technical assistance, mentorship, workforce development, and community engagement. Our strategy ensures small businesses not only participate but grow their capacity to lead on future contracts. We are refining V-1's internal Equity, Diversity, and Inclusion (EDI) Plan through monthly staff meetings, focusing on actionable strategies that promote small business development. This includes establishing a Quarterly SBE Contractor/Vendor Award, recognizing outstanding partners publicly via LinkedIn to elevate their visibility and credibility within the industry. V-1 is in the process of expanding our involvement with the Colorado Small Business Development Center (SBDC) to offer guidance in areas such as business planning, insurance, bonding, and certification navigation. We also encourage our team to attend diverse panel discussions and industry events hosted by organizations like the Hispanic Contractors of Colorado (HCC) and Conference of Minority Transportation Officials (COMTO) to deepen our partnerships and share knowledge with certified firms. As a small business ourselves, we understand the barriers many SBE firms face. Where possible, we advocate for payment flexibility, including prompt payment practices to help with cash flow, and explore opportunities for joint-ventures and mentoring relationships to guide SBEs through project delivery expectations. We also teamed with AtkinsRealis for this project and feel strongly about their commitment to all our SBE partners. Their support will be critical for ensuring our partners are also supported with the right resources and tools for success. AtkinsRéal is mentoring MWBE Civil Technology, Inc., in partnership with DEN, as part of the City and County of Denver's Mentor-Protégé Program. In this role, AtkinsRéal is supporting CTI in its efforts to enhance capacity to deliver digital solutions for DEN and other clients, as well as in creating a governance framework to support recruitment, retention, performance management, and other key operational tasks. Our approach is centered on long-term growth—not just contract participation. By providing technical resources, professional development, and public recognition, we help ensure SBE partners are equipped to deliver successfully on this project and compete for future opportunities with confidence.
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Exhibit B

Denver International Airport

Design, Engineering, & Construction (DEC)

Professional Services Agreements

Core Staff Rates

Contract Name: RFQ No. 202578570

Contract Number: CONCOURSE C WEST PROGRAM MANAGEMENT SUPPORT SERVICES



City and County of Denver

Company Proprietary Information

Release to others outside of Denver International Airport Design, Engineering, & Construction (DEC) Department is prohibited without expressed written permission from the company named above.

Revision January 2024



EXHIBIT B

Prime Consultant:	V-1 Consulting, LLC
DEN Contract Number:	RFQ No. 202578570
DEN Contract Name:	CONCOURSE C WEST PROGRAM MANAGEMENT SUPPORT SERVICES
Project Name:	CONCOURSE C WEST PROGRAM MANAGEMENT SUPPORT SERVICES
Project Number:	RFQ No. 202578570
MWBE / SBE /DBE Contractual Goal:	62%

Prime Consultant and Sub-Consultants Listings

	Company Name	Prime / Sub-Contractor	MWBE / SBE Goal %	Multiplier Factor	Prime's Mark-up
1	V-1 Consulting, LLC	Prime	30%		
2	Ardurra	Sub-Contractor			
3	AtkinsRealis USA Inc.	Sub-Contractor		2.90	
4	Axiom Consulting and Project Management LLC	Sub-Contractor	5%	2.20	
5	BBH Management Solutions	Sub-Contractor	5%		
6	ID8-Designs	Sub-Contractor	5%		
7	Garver USA	Sub-Contractor			
8	JM Bangert, Inc.	Sub-Contractor	3%		
9	J.A. Watts, Inc.	Sub-Contractor	3%		
10	JR Harris	Sub-Contractor			
11	Path EGD	Sub-Contractor	2%	1.90	
12	Walker Solutions USA	Sub-Contractor	5%	2.41	
13	Yeh & Associates	Sub-Contractor	5%		
14	Ground Engineering Consultants, Inc.	Sub-Contractor			
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EXHIBIT B

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Project Name:	CONCOURSE C WEST PROGRAM MANAGEMENT SUPPORT SERVICES
Project Number:	RFQ No. 202578570
MWBE / SBE / DBE Contractual Goal:	62%
Effective Date of Form submission:	11/2/2023

Contract Designee Signature

Date

Core Staff Rates

	Company Name	Prime / Sub-Contractor	Position	Fully Burdened Rate to City	Overtime Rate to City
1	V-1 Consuling, LLC	Prime	Project Manager Functional I	\$ 155.00	
2	V-1 Consuling, LLC	Prime	Project Manager Functional II	\$ 163.00	
3	V-1 Consuling, LLC	Prime	Project Manager Functional III	\$ 227.14	
4	V-1 Consuling, LLC	Prime	Project Manager Functional IV	\$ 259.58	
5					
6	Ardurra	Sub-Contractor	Principal Project Manager	\$ 315.00	\$ 473.00
7	Ardurra	Sub-Contractor	Commissioning Manager	\$ 265.00	\$ 398.00
8	Ardurra	Sub-Contractor	Senior Project Manager	\$ 258.00	\$ 387.00
9	Ardurra	Sub-Contractor	Project Manager Functional IV	\$ 245.00	\$ 368.00
10	Ardurra	Sub-Contractor	Risk Manager II	\$ 153.00	\$ 230.00
11	Ardurra	Sub-Contractor	Scheduler Manager	\$ 252.00	\$ 378.00
12	AtkinsRealis USA Inc.	Sub-Contractor	Principal Project Manager	\$ 359.48	
13	AtkinsRealis USA Inc.	Sub-Contractor	Senior Project Manager	\$ 362.50	
14	AtkinsRealis USA Inc.	Sub-Contractor	Project Manager Functional III	\$ 201.64	
15	AtkinsRealis USA Inc.	Sub-Contractor	Project Manager Functional IV	\$ 274.14	
16	AtkinsRealis USA Inc.	Sub-Contractor	Estimating Manager Architectural	\$ 303.43	
17	Axiom Consulting and Project Management LLC	Sub-Contractor	Scheduler Manager	\$ 204.00	\$ 204.00
18	Axiom Consulting and Project Management LLC	Sub-Contractor	Contract Administrator I	\$ 165.00	\$ 165.00
19	Axiom Consulting and Project Management LLC	Sub-Contractor	Commissioning Manager	\$ 315.00	\$ 315.00
20	Axiom Consulting and Project Management LLC	Sub-Contractor	Contract Administrator II	\$ 315.00	\$ 315.00
21	BBH Management Solutions	Sub-Contractor	Project Manager Functional IV	\$ 305.00	\$ 305.00
22	ID8-Designs	Sub-Contractor	Principal Project Manager	\$ 315.00	
23	Garver USA	Sub-Contractor	Construction Manager	\$ 320.00	\$ 320.00
24	Garver USA	Sub-Contractor	Project Manager Functional I	\$ 130.00	\$ 130.00
25	Garver USA	Sub-Contractor	Project Manager Functional II	\$ 150.00	\$ 150.00
26	Garver USA	Sub-Contractor	Project Manager Functional III	\$ 225.00	\$ 225.00
27	Garver USA	Sub-Contractor	Project Manager Functional IV	\$ 360.00	\$ 360.00
28	JM Bangert, Inc.	Sub-Contractor	Administrative Support Assistant I	\$ 68.81	
29	JR Harris	Sub-Contractor	Engineer III	\$ 165.00	\$ 165.00
30	JR Harris	Sub-Contractor	Engineer V	\$ 225.00	\$ 225.00
31	JR Harris	Sub-Contractor	Engineer VII	\$ 290.00	\$ 290.00
32	JR Harris	Sub-Contractor	Engineer IX	\$ 350.00	\$ 350.00
33	J.A. Watts, Inc.	Sub-Contractor	Project Manager Functional III	\$ 223.00	
34	Path EGD	Sub-Contractor	Principal Project Manager	\$ 237.00	
35	Path EGD	Sub-Contractor	Project Manager Functional III	\$ 195.00	
36	Walker Solutions USA	Sub-Contractor	Project Manager Functional I	\$ 139.00	\$ 153.00
37	Walker Solutions USA	Sub-Contractor	Project Manager Functional II	\$ 151.00	\$ 166.00
38	Yeh & Associates	Sub-Contractor	Civil Senior QA Inspector Supervis	\$ 200.00	\$ 200.00
39	Yeh & Associates	Sub-Contractor	Civil Senior QA Inspector	\$ 185.00	\$ 210.00
40	Yeh & Associates	Sub-Contractor	Civil QA Inspector II	\$ 165.00	\$ 185.00
41	Yeh & Associates	Sub-Contractor	Civil QA Inspector I	\$ 140.00	\$ 160.00
42	Yeh & Associates	Sub-Contractor	Civil Electrical QA Inspector	\$ 180.00	\$ 205.00
43	Yeh & Associates	Sub-Contractor	Facilities QA Inspector Supervisor	\$ 200.00	\$ 200.00
44	Yeh & Associates	Sub-Contractor	Facilities QA Inspector III	\$ 185.00	\$ 210.00
45	Yeh & Associates	Sub-Contractor	Facilities QA Inspector II	\$ 165.00	\$ 185.00
46	Yeh & Associates	Sub-Contractor	Facilities QA Inspector I	\$ 140.00	\$ 160.00
47	Yeh & Associates	Sub-Contractor	Project Manager Functional III	\$ 240.00	\$ 240.00

48	Ground Engineering Consultants, Inc.	Sub-Contractor	Senior Project Manager	\$	220.00	\$	290.00
49	Ground Engineering Consultants, Inc.	Sub-Contractor	Materials Tester	\$	100.00	\$	132.00
50	Ground Engineering Consultants, Inc.	Sub-Contractor	Supervising Laboratory Technician,	\$	140.00	\$	185.00
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Exhibit B

Area of Expertise	Position	Professional Experience	Title	Qualifications
Administrative Support	Administrative Support Assistant I			
	Administrative Support Assistant II			
	Administrative Support Assistant III			
	Administrative Support Assistant IV			
Analytics Development	Data Architect I	2 Years	Junior Data Architect	Data Model, Data Mapping
	Data Architect II	2-5 Years	Mid-Level Data Architect	Data Model, Data Mapping
	Data Architect III	5-10 Years	Senior Data Architect	Data Model, Data Mapping
	Data Architect IV	10 Years or more	Team Lead Data Architect	Data Model, Data Mapping
	Data Analyst I	2 Years	Junior Data Analyst	Dashboard Development, Systems Integration
	Data Analyst II	2-5 Years	Mid-Level Data Analyst	Dashboard Development, Systems Integration
	Data Analyst III	5-10 Years	Senior Data Analyst	Dashboard Development, Systems Integration
	Data Analyst IV	10 Years or more	Team Lead Data Analytics	Dashboard Development, Systems Integration
Auditing	Internal Auditor			Is responsible for auditing accounting, financial, and statistical reports and data within the company to ensure the accuracy of information and compliance with established accounting principles and company policies. Is able to conduct audits of a moderately complex nature and provide evaluation of findings. Normally has a Bachelor's Degree and 3 to 4 years' experience.
	Job Captain			Provides coordination of drafting required to for bidding purposes and construction. May be called to work on multiple concurrent projects with primary concern for construction documents. Assists in investigation and design of projects. Provides supervision and quality-control review of drafting group. Requires thorough knowledge of architectural drafting, detailing, building materials, building codes, and construction. General direction received from Project Manager, Team Leader, or Architect with deviations from standards referred to Supervisor.
	Laboratory Technician 1			Entry-level laboratory services where work is closely supervised and in accordance with well-defined standards and procedures of an uncomplicated nature. Does not require degree. 1-2 years' experience and familiarity with laboratory procedures.
	Laboratory Technician 2			Performs routine scientific tasks under close supervision or from detailed and controlled laboratory procedures. May gather and maintain specified scientific data records for supervisor and performs routine chemical or biological analyses. Requires Associate Degree and/or equivalent 2-3 years' laboratory experience.
	Laboratory Technician 3			Performs standardized or prescribed assignments involving a sequence of related operations. Conducts variety of standardized tests; may prepare test specimens; sets-up and operates standard laboratory testing equipment of moderate complexity; records test data providing some basic analyses and interpretations. Requires 4-5 years' laboratory experience or bachelor's degree.
	Laboratory Technician 4			Performs wide variety of non-routine assignments of differing complexities under general supervisory direction. Receives objectives and technical advice from supervisor or project scientists. Maybe assisted by lower-level technician. Compiles data and computes results for a variety of scientific procedures and techniques. Sufficiently experienced in applicable scientific procedures and techniques to independently conduct tests or experiments for scientific projects and provide initial analyses of results to supervisor. Can select, modify, and/or adapt equipment or procedures to specific project needs. Requires 6-7 years' laboratory experience or a bachelor's degree with 1-2 years experience.
	Laboratory Technician 5			Performs non-routine and complex scientific laboratory assignments with responsibility for planning and conducting complete projects of limited scope or portions of larger and more diverse projects. Can direct and coordinate efforts of other laboratory technicians when required. Fully competent and proficient in operating sophisticated scientific equipment, having ability to independently perform complex procedures and techniques with accuracy. Requires 8-10 years' laboratory experience with some advanced technical schooling.
	Supervising Laboratory Technician/Laboratory Technician 6			Supervises employees engaged in technical laboratory services. Conducts technically complex laboratory analyses requiring significant knowledge in specific area. May conduct complex research activities involving analysis and evaluation of research data in support of established scientific effort. Requires at least 10 years' laboratory experience with advanced technical schooling in area of specialization.
Architectural Design	Architect I	Level 1		Entry level or professional work requiring bachelor's degree in architecture and no experience, or degree equivalent education and experience. Works under close supervision, receives specific and detailed instructions regarding tasks and expected results. Performs elementary architectural assignments and works from designs of others, compiles data, performs elementary design computations, prepares architectural plans/renderings, and inspects architectural features of structures in field.



Exhibit B

Area of Expertise	Position	Professional Experience	Title	Qualifications
	Architect II	Level 2		Developmental level performs routine architectural assignments under direct supervision. Works from designs of others, compiles data, performs design computations, makes quantity takeoffs and prepares estimates, prepares architectural plans and renderings, consults manufacturers, evaluates materials, writes architectural specifications, and inspects architectural features of structures in the field. Limited judgment is required on work details when making preliminary selections and adaptations of alternatives. Assignments may include higher-level work for training/development. Minimum of 1-year at preceding level required, or an MS degree. Supervisor screens assignments for unusual or difficult problems and selects techniques/procedures for non-routine work. Receives close supervision on new aspects of assignments. Performs specific/limited portions of assignments suited to more experienced architects using prescribed methods.
	Architect III	Level 2		Independently evaluates, selects, and applies standard architectural techniques, procedures, and criteria using judgment for minor adaptations and modifications. Assignments have clear and specific objectives requiring investigation of limited set of variables. Minimum of 1-year at preceding level required. Receives instruction on specific assignment objectives, complex features, and possible solutions. Assistance is required on unusual problems and assignments reviewed for sound application of professional judgment. Performs architectural assignments with direction, not immediate supervision and with limited design responsibility. Recommends and selects procedures. Writes reports and specifications covering architectural matters. May be assisted by architects or technicians. May be responsible for phases of individual revenue-producing projects.
	Architect IV	Level 3		Fully competent architect in all conventional aspects of architecture. Performs work requiring independent judgment in evaluation, selection, and substantial adaptation/modification of standard techniques, procedures, and criteria. Independently solves problems encountered. Minimum of 2-years at preceding level required. Registration as a licensed architect is required. Performs architectural assignments under general supervision. Selects and determines procedures in architectural matters. Writes reports and specifications. Reviews completed reports, plans, estimates, and calculations. Prepares and/or supervises preparation of architectural plans and renderings, consults manufacturers, evaluates and selects materials, and inspects architectural features of structures in the field. Independently performs most assignments with instruction concerning general results expected. Receives technical guidance on unusual or complex issues and supervisory approval on proposed project plans. Supervises a few architects or technicians on assigned work.
	Architect V			Applies sound and diverse knowledge of architectural principles and practices in broad array of assignments and related fields. Acts independently regarding architectural methods and complexities. Requires use of advanced techniques and modification/extension of theories, precepts, and practices of individual's field. Registration as a licensed architect is required. Supervision and guidance mainly concern overall objectives, critical issues, new concepts, and policy matters. Consults with supervisor regarding unusual complexities and developments. Performs more visible architectural work with responsibility for independent action and decision. Plans, directs, and supervises architectural aspects of report, design, or construction projects. Responsible for finished plans, specifications, or approval of materials and construction. Typical duties/responsibilities include one or more of following: 1) supervises, coordinates, and reviews work of small staff of architects and technicians, 2) as individual researcher or staff specialist, carries out complex or novel assignments requiring development of new or improved techniques and procedures. Minimum of 4-years at preceding level required.
	Architect VI	Level 4		Responsible for interpreting, organizing, executing, and coordinating assignments. Plans and develops architectural projects concerning unique and/or controversial complexities which significantly impact major company programs. Involves exploration of subject area, definition of scope, selection of items for investigation, and development of novel concepts and methods. Maintains liaison with individuals and units in or outside firm with responsibility for technical matters pertaining to individual's field. Registration as licensed architect required. Supervision received is mainly administrative, with assignments based on broad, general objectives and limits. Typical duties/responsibilities include one or more of following: 1) plans, organizes, and supervises work of staff of architects and technicians (approx. 10-20 individuals), 2) as individual researcher, consultant, or staff specialist conceive plans and conducts research in areas of considerable scope and complexity. Minimum of 4-years at preceding level required.



Exhibit B

Area of Expertise	Position	Professional Experience	Title	Qualifications
	Architect VII	Level 4		Makes authoritative decisions and recommendations of significant impact on firm's primary architectural activities. Initiates and maintains contacts with key architects and officials of other organizations and companies, requiring skill in persuasion and negotiation of critical issues. Individual demonstrates creativity, foresight, and maturity in architectural judgment when anticipating and solving unprecedented architectural complexities, determining program objectives and requirements, organizing programs and projects, and developing standards and guides for diverse architectural activities. Registration as licensed architect is required. Typical duties and responsibilities include one or more of following: 1) planning, organizing, and supervising work of large staff of architects and technicians (greater than 20 individuals), 2) As individual researcher or consultant, is recognized leader/authority in firm concerning broad area of specialization or narrow but highly specialized field. Minimum of 4-years at preceding level required.
	Architect VIII	Level 5		Makes authoritative decisions and recommendations of significant impact on firm's primary architectural activities. Negotiates critical and controversial issues with top-level architects, engineers, and officers of other organizations and firms. Individual demonstrates high degree of creativity, foresight, and judgment in planning, organizing, and guiding extensive and/or unique architectural programs and activities. Registration as licensed architect is required. Receives general administrative direction. Responsible for one or more diverse and large-scope programs critical to overall firm objectives. Supervises several individuals of "Architect VII" classification. Minimum of 4-years at preceding level required.
Commissioning	Commissioning Agent I	Level 1, Entry	Commissioning Agent I	Entry level commissioning agent. Performs simple and routine tasks under close supervision by higher-level staff or from detailed procedural guidelines. Assists in gathering and maintaining commissioning data such as observations, test results, deficiencies, etc. Follows established procedures to observe and test the system being commissioned to verify it meets the owner's product requirements. Sufficiently competent in one or more engineering disciplines to accurately assist in the commissioning process and provide sufficient assistance to enable higher-level commissioning agents to execute the commissioning process.
	Commissioning Agent II	Level 2, Developmental	Commissioning Agent II	Mid-level commissioning agent. Performs non-routine assignments of substantial variety and complexity. Receives objectives and technical advice from supervisor. Develops and maintains commissioning documentation such as test plans and results, checklists, observations, deficiencies, etc. Follows established procedures to commission and test systems to verify it meets the owner's project requirements. Sufficiently competent in one or more construction disciplines to accurately observe the construction process, identify defects, and communicate them in documentation. With guidance from supervisor, able to lead and facilitate moderately complex functional testing and other commissioning activities.
	Commissioning Agent III	Level 3, Full Experience	Commissioning Agent III	Senior level commissioning agent. Independently performs non-routine and complex commissioning work with responsibility for planning and execution. Executes and delegates objectives from supervisor. Develops and maintains commissioning documentation such as commissioning plans, test plans, test results, observations, issues reporting, recommendations, etc. to verify the project meets the owner's requirements. Sufficiently competent in one or more construction disciplines. Able to independently lead and facilitate complex functional testing and other commissioning activities.
	Commissioning Supervisor	Level 4, Supervisory	Commissioning Supervisor	Commissioning supervisor. Monitors, reviews, and coordinates all commissioning activities for an assigned project. May be required to attend project meetings and provide recommendations to owner. Competent in multiple engineering disciplines. Oversees commissioning activities and assignments. Reviews accuracy and timeliness of commissioning testing, deliverables, and other communication. May revise assignments for cost-effectiveness, when possible.
	Commissioning Manager	Level 5, Managerial	Commissioning Manager	Commissioning manager. Accountable for delivery of commissioning services across multiple projects. May be required to attend contract and/or project meetings and provide recommendations to owner and develop improvements to process. Competent in multiple engineering disciplines. Manages commissioning workload and reporting structure. Accountable for accuracy and timeliness of commissioning testing, deliverables, and other communication.
Construction	Chief Construction Representative			Plans and coordinates all field-inspection activities and reviews the work of Inspectors to ensure compliance with job specifications. Will prepare summary reports, respond to various problems of Inspectors, authorize expenses and overtime, and assist Resident Engineers in completion of construction work in accordance with design. Requires 10 or more years of experience with some technical training or the equivalent.



Exhibit B

Area of Expertise	Position	Professional Experience	Title	Qualifications
	Construction Coordinator			Position supervises the installation of (discipline) equipment, systems, and components, using the technical knowledge and experience to aid installing contractors. Assures that equipment, systems, and components can be constructed without unnecessary delay. Coordinates scheduling of construction and provides communication with project management regarding progress and conflicts. Provides interpretation of specifications and contracts and monitors the construction process, verifying that work completed is in accordance with contract documents.
	Construction Manager			Responsible, through subordinate Resident Construction Managers, for overall management direction of several construction projects. Accountability includes timely and satisfactory completion of construction projects, assuring satisfactory client service, participating in business- development activities, key field-position staffing, project plans, objectives setting/performance evaluation, and related management activities.
	Construction Representative			Ensures, through testing and observation, that the project construction complies with plans and specifications and that contractor follows the contract documents. Is experienced in a given discipline of inspection work and/or has the capability to monitor several types of work activity. Requires 2 to 5 years of inspection experience.
	Field Engineer			Position monitors the activities of contractors on the construction site within a discipline or multiple disciplines based on experience. Initiates action as required to keep construction progress in line with overall project schedule and in conformance with the contract documents. Assists Resident Engineer or Construction Manager in the coordination of activities. Provides daily inspection of construction activities. Reviews contractors' payment applications, change orders, and equipment-vendor-payment requests, making recommendations to their supervisor. Schedules equipment and/or material delivery with contractor schedules to meet project schedule.
	Field Superintendent			Responsible for the day-to-day construction activities of contractors on-site with regard to scheduling manpower and expediting receipt of equipment and materials for utilization at various phases of work. Will review shop drawings, negotiate change orders, resolve contractor conflicts, and provide site coordination on items pertinent to meeting specific cost and time requirements with the contract documents. Requires significant field-construction exposure that may be gained through practical construction experience and/or a degree in engineering with good field/design experience.
	Materials Manager			Monitors, reviews, and coordinates all materials movement and storage. May be required to negotiate materials' shipping and arrival times with carriers and schedule intra-facility materials movement. Oversees warehousing of raw materials and finished goods. Reviews accuracy of freight bills and rates for inbound and outbound shipments. May revise shipping routes for cost-effectiveness, when possible.
	Materials Tester			
	Resident Construction Manager 1			Responsible for all field-construction activities on small to medium-size projects. Accountability includes overall project-site management and adherence to schedule, budget, and specifications.
	Resident Construction Manager 2			Responsible for all field-construction activities on a large-scale project. May have own project work force, and will act as prime client contact on construction matters including participation in negotiations and securing client approvals.
	Resident Engineer			Position is responsible for multiple construction projects or a single project of a large scale requiring multiple disciplines. This includes reviewing design and bidding documents; soliciting, receiving, and evaluating contractor bids; supervising construction progress and scheduling; starting up process systems/equipment or facilities for turning over to the owner's personnel. Supervises field staff and contractors on the site with responsibility for quality construction in accordance with plans and specifications. Is responsible for approval of change orders, invoices, and payment applications which may include final payment.
	Senior Construction Manager			Oversees the managerial direction of many projects where technical complexity is at the highest and client/owner relationships are of great importance, sensitivity, and impact to the firm. Accountability includes timely and satisfactory completion of construction projects, assuring satisfactory client service, participating in business-development activities, key field-position staffing, project plans, objectives setting/performance evaluation, and related management activities.



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Area of Expertise	Position	Professional Experience	Title	Qualifications
	Senior Construction Representative			This level has significant inspection experience with capability of handling large projects of moderate complexity and may oversee the work of lesser-experienced Inspectors. Requires 6 to 9 years of experience with some technical training or the equivalent.
Contract Management	Contract Administrator I	2 Years	Junior Contract Administrator	
	Contract Administrator II	2-5 Years	Mid-Level Contract Administrator	Change order management compliance with contracts.
	Contract Manager I	5-10 Years	Senior Contract Manager	Prepares requests for proposals and reviews technical specifications for accuracy. Will develop bid documents, bid evaluations, and award recommendations for issuance of contracts. Based on experience, the scope of projects evaluated will vary as well as the degree of supervision required of other technical staff. Will resolve contract-engineering problems that may involve evaluation, analysis, and modification or adoption of standard procedures.
Cost Management	Contract Manager II	10-20 Years or more	Team Lead Contract Management	
	Cost Engineer	Level 1	Junior Cost Engineer	Update cost reports, provide PM support
	Cost Manager I	Level 2	Mid-Level Cost Manager	
	Cost Manager II	Level 3	Senior Cost Manager	Set up budgets, assess performance against baseline budgets (EV, burn rates, forecasting) provide analysis to PMs, provide portfolio cost reporting to DEN
Digital Information	Cost Manager III	Level 4	Team Lead Cost Management	
	Digital Information System Coordinator			
Document Management	Digital Information System Manager			
	Document Controller I	2 Years	Junior Document Controller	
	Document Controller II	2-5 Years	Mid-Level Document Controller	Provide document management services in line with DEN's processes
	Document Manager I	5-10 Years	Senior Document Manager	Develop new document control procedures / adjust existing procedures, expertise in record management, manage document repository systems
	Document Manager II	10-20 Years or more	Team Lead for Document Management	
	Project Controls Engineer I	2 years	Junior Project Controls Engineer	
	Project Controls Engineer II	2-5 years	Mid-Level Project Controls Engineer	Provide reporting analysis and support, preparation of meetings, integrate information provided from scheduling and cost team
	Project Controls Manager I	5-10 Years	Senior Project Controls Manager	Support DEN's Project Controls Manager, provide trend analysis, forecasting, performance assessments, quality control for DEN'sCIP portfolio; performance meeting preparation.
	Project Controls Manager II	10 - 20 Years or more	Team Lead for Project Controls	
Engineering	Engineer I			Entry-level professional requiring Bachelor's Degree in Engineering and no experience, or the equivalent (to a degree) in appropriate education and experience. Works under close supervision; receives specific and detailed instructions for required tasks and results expected. Performs a variety of routine tasks, which provide experience and familiarity with engineering staff, methods, practices, and programs. Usually assumes no responsibility for direction of others.
	Engineer II			Continuing developmental level, performs standard engineering work requiring application of standard techniques and procedures. Limited exercise of judgment required when less common methods or procedures are necessary. Assignments may include higher-level work for training/developmental purposes. Supervisor screens assignments for unusual complexities and selects non-routine techniques and procedures to be applied. Receives close supervision on new aspects of assignments. Using prescribed methods, performs specific and limited segments of an experienced include higher-level work for training/development. Minimum of 1-year at preceding level required, or an MS degree
	Engineer III			Independently evaluates, selects, and applies standard engineering techniques and procedures while using judgment when making minor adaptations and modifications. Assignments have clear and specific objectives and require investigation of limited number of variables. Receives instructions on specific assignment objectives, complex features, and possible solutions. Assistance given for unusual problems and normally reviewed for application of sound professional judgment. Performs work involving conventional plans, investigations, surveys, structures, or equipment with relatively few complex features for which there are few precedents. May be assisted by engineers or include higher-level work for training/development. include higher-level work for training/development. Minimum of 3-years at preceding level required, or an MS degree
	Engineer IV			.Fully competent engineer in all conventional aspects of subject matter or functional area of assignments; plans and conducts work requiring judgment in independent evaluation, selection, and substantial adaptation/modification of standard techniques, procedures, and criteria. Devises new solutions to problems encountered. Independently performs most assignments with instruction only regarding general expected results. Receives technical guidance for unusual or complex problems and supervisory approval of proposed project plans. May supervise a few engineers and/or technicians on project basis. include higher-level work for training/development. Minimum of 3-years at preceding level required, or an MS degree.



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Area of Expertise	Position	Professional Experience	Title	Qualifications
	Engineer V			Applies diversified knowledge of engineering principles and practices to broad variety of assignments and related fields. Makes decisions independently regarding engineering complexities and methods. Requires use of advanced techniques and modification and extension of theories, precepts, and practices in individual's field. Registration as licensed Professional Engineer may be required. Supervision and guidance relate largely to overall objectives, critical issues, new concepts, and policy matters. Consults with supervisor concerning unusual problems and developments. Typical duties and responsibilities include one or more of the following: 1) supervises, coordinates, and reviews work of small staff of engineers and/or technicians; 2) as individual researcher or staff specialist, performs complex or novel assignments requiring development of new and/or improved techniques and procedures. Minimum of 3-years at preceding level required, or an MS degree.
	Engineer VI			Has full responsibility for interpreting, organizing, executing and coordinating assignments. Plans and develops engineering projects concerned with unique or controversial complexities which have important impact on major company programs. This involves exploration of subject area, definition of scope, selection of areas for investigation, and development of novel concepts. Acts as technical liaison to individuals within and outside his organization with responsibility to act independently regarding technical matters pertaining to individual's field. Registration as a licensed PE is required for most in this classification. Supervision received is essentially administrative, with assignments given in broad terms concerning general objectives and limitations. Typical duties and responsibilities include one or more of the following: 1) plans, organizes, and supervises work of staff of engineers and technicians (approx.15-30); 2) as individual researcher, consultant, or staff specialist, conceives plans and conducts research in areas of considerable scope and complexity.
	Engineer VII			Makes authoritative decisions and recommendations having important impact on extensive engineering activities of company. Initiates and maintains extensive contacts with key engineers and officials of other organizations and companies, requiring skill in persuasion and negotiation of critical issues. Individuals at this level demonstrate a high degree of creativity, foresight, and mature judgment in anticipating and solving unprecedented engineering complexities, determining program objectives and requirements, organizing programs and projects, and developing standards and guidelines for diverse engineering activities. Registration as a licensed Professional Engineer is a requirement. Typical duties and responsibilities include one or both of the following: 1) planning, organizing, and supervising work of large staff of engineers and technicians (in excess of 30 individuals); 2) as individual researcher or consultant, is recognized leader and authority in company in broad area of specialization or intensely specialized field. Minimum of 5-years at preceding level required, or an MS degree.
	Engineer VIII			Makes authoritative decisions and recommendations having significant impact on extensive engineering and related activities of company. Negotiates critical and controversial issues with top-level engineers and officers of other organizations and companies. Individuals at this level demonstrate a high degree of creativity, foresight, and mature judgment in planning, organizing, and guiding extensive engineering programs and activities of outstanding novelty and/or importance. Registration as a licensed Professional Engineer is required. Receives general administrative direction. Is responsible for one or more programs of such diversity and scope to be of critical importance to overall company objectives. Supervises several individuals whose are within Engineer 7 classification. Minimum of 5-years at preceding level required, or an MS degree.
	Engineer IX			Provides overall supervision to Department to assure that technical, administrative, man-hour, and schedule targets of Department are met within framework of established corporate or organizational policy and in accordance with applicable professional standards, design-control procedures, and corporate or organizational procedures and guidelines.
	Engineer/Architect Specialist			
	Engineer/Architect Supervisor			
	Engineer Technician I			Performs simple and routine tasks under close supervision or from detailed procedural guidelines. Gathers and maintains engineering data such as testing results, drawings, etc.; performs computations by substituting numbers in specified formulas; plots data and draws simple curves and graphs.
	Engineer Technician II			Performs standardized or prescribed assignments involving a sequence of related operations. Con- ducts a variety of standardized tests; may prepare test specimen; sets up and operates standard test equipment; records test data. Extracts engineering data from various prescribed sources; processes the data following well-defined methods; presents the data in prescribed form.
	Engineer Technician III			Performs non-routine assignments of substantial variety and complexity. Receives objectives and technical advice from supervisor or engineer. May be assisted by lower-level Technicians. Compiles and computes a variety of engineering data; may analyze test and design data; develops or prepares schematics, designs, specifications, parts lists; or makes recommendations regarding these items. May conduct tests or experiments requiring selection and adaptation or modifications of equipment or procedures; records data; analyzes data and prepares reports.



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Area of Expertise	Position	Professional Experience	Title	Qualifications
	Enginner Technician IV			Performs non-routine and complex assignments with responsibility for planning and conducting a complete project of relatively limited scope or a portion of a larger and more-diverse project. Engineer outlines objectives, requirements, and design approaches. Maybe assisted by lower-level Technicians. Reviews and analyzes a variety of engineering data to determine requirements to meet engineering objectives; may calculate design data; prepares layouts, detailed specifications, parts lists, estimates, procedures, etc.
	Instrument Technician			Maintains and operates all instruments and measuring devices needed to complete different types of surveying assignments. Has ability to operate the following equipment: transit, level, the odolites, hp distance meter, ranger, chain, electrotope, and tellurometer.
Estimating	Estimator I Civil	2 Years	Junior Estimator	Provide support to senior estimators; develop simple estimates with oversight from senior estimator.
	Estimator II Civil	2-5 Years	Mid-Level Estimator	Provide budgetary estimates for particular trade, review design estimates.
	Estimator III Civil	5-10 Years	Senior Estimator	Provide budgetary estimates, review design estimates, review proposals and bid tabs, provide analysis on estimate deviations.
	Estimating Manager Civil	10-20 Years or more	Estimating Manager	Review design estimates, provide independent estimates for change orders, support contract and change order negotiations, market condition analysis.
	Estimator I Structural	2 Years	Junior Estimator	Provide support to senior estimators; develop simple estimates with oversight from senior estimator.
	Estimator II Structural	2-5 Years	Mid-Level Estimator	Provide budgetary estimates for particular trade, review design estimates.
	Estimator III Structural	5-10 Years	Senior Estimator	Provide budgetary estimates, review design estimates, review proposals and bid tabs, provide analysis on estimate deviation.
	Estimating Manager Structural	10-20 Years or more	Estimating Manager	Review design estimates, provide independent estimates for change orders, support contract and change order negotiations, market condition analysis.
	Estimator I Architectural	2 Years	Junior Estimator	Provide support to senior estimators; develop simple estimates with oversight from senior estimator.
	Estimator II Architectural	2-5 Years	Mid-Level Estimator	Provide budgetary estimates for particular trade, review design estimates.
	Estimator III Architectural	5-10 Years	Senior Estimator	Provide budgetary estimates, review design estimates, review proposals and bid tabs, provide analysis on estimate deviations.
	Estimating Manager Architectural	10-20 Years or more	Estimating Manager	Review design estimates, provide independent estimates for change orders, support contract and change order negotiations, market condition analysis.
	Estimator I Electrical	2 Years	Junior Estimator	Provide support to senior estimators; develop simple estimates with oversight from senior estimator.
	Estimator II Electrical	2-5 Years	Mid-Level Estimator	Provide budgetary estimates for particular trade, review design estimates.
	Estimator III Electrical	5-10 Years	Senior Estimator	Provide budgetary estimates, review design estimates, review proposals and bid tabs, provide analysis on estimate deviations.
	Estimating Manager Electrical	10-20 Years or more	Estimating Manager	Review design estimates, provide independent estimates for change orders, support contract and change order negotiations, market condition analysis.
	Estimator I Mechanical	2 Years	Junior Estimator	Provide support to senior estimators; develop simple estimates with oversight from senior estimator.
	Estimator II Mechanical	2-5 Years	Mid-Level Estimator	Provide budgetary estimates for particular trade, review design estimates.
	Estimator III Mechanical	5-10 Years	Senior Estimator	Provide budgetary estimates, review design estimates, review proposals and bid tabs, provide analysis on estimate deviations.
	Estimating Manager Mechanical	10-20 Years or more	Estimating Manager	Review design estimates, provide independent estimates for change orders, support contract and change order negotiations, market condition analysis.
	Estimating I Plumbing	2 Years	Junior Estimator	Provide support to senior estimators; develop simple estimates with oversight from senior estimator.
	Estimating II Plumbing	2-5 Years	Mid-Level Estimator	Provide budgetary estimates for particular trade, review design estimate.
	Estimating III Plumbing	5-10 Years	Senior Estimator	Provide budgetary estimates, review design estimates, review proposals and bid tabs, provide analysis on estimate deviations.
	Estimating Manager Plumbing	10-20 Years or more	Estimating Manager	Review design estimates, provide independent estimates for change orders, support contract and change order negotiations, market condition analysis.
	Estimator I Comms / IT	2 Years	Junior Estimator	Provide support to senior estimators; develop simple estimates with oversight from senior estimator.
	Estimator II Comms / IT	2-5 Years	Mid-Level Estimator	Provide budgetary estimates for particular trade, review design estimates.
	Estimator III Comms / IT	5-10 Years	Senior Estimator	Provide budgetary estimates, review design estimates, review proposals and bid tabs, provide analysis on estimate deviations.
	Estimating Manager Comms / IT	10-20 Years or more	Estimating Manager	Review design estimates, provide independent estimates for change orders, support contract and change order negotiations, market condition analysis.
	Estimator I Security	2 Years	Junior Estimator	Provide support to senior estimators; develop simple estimates with oversight from senior estimator.
	Estimator II Security	2-5 Years	Mid-Level Estimator	Provide budgetary estimates for particular trade, review design estimates.
	Estimator III Security	5-10 Years	Senior Estimator	Provide budgetary estimates, review design estimates, review proposals and bid tabs, provide analysis on estimate deviations.
	Estimating Manager Security	10-20 Years or more	Estimating Manager	Review design estimates, provide independent estimates for change orders, support contract and change order negotiations, market condition analysis.



Exhibit B

Area of Expertise	Position	Professional Experience	Title	Qualifications
Interior Design	Interior Design Apprentice			Assists basic drawing preparation, model making, and assembly assignments. Requires basic graphic skills and design ability. Actively interested in interior design with some design/drafting experience beyond high school level.
	Interior Designer I			Degree in Interior Design with limited experience in professional office. Requires basic understanding of design and planning principles with ability to interpret and document design concepts and knowledge of drawing techniques and procedures with drafting ability.
	Interior Designer II			Degree in Interior Design with minimum 2 years' experience in professional office. Requires basic knowledge of programming and functional analysis as well as knowledge of space planning principles. Applies design principles in development and preparation of presentation drawings. Requires ability to interpret plans and specifications and knowledge of interior code requirements, construction administration procedures, and electrical/HVAC systems.
	Interior Designer III			Degree in Interior Design with minimum 4 years' experience in professional office. Experience at Level II with substantial knowledge of construction document production. Ability to initiate technical research. Coordinates construction administration and performs tasks such as submission review, file organization, and field construction installation review. Ability to work in all phases of small to medium sized projects and/or specialized phase of large, complex projects
	Interior Designer IV			Degree in Interior Design with minimum 6 years' professional experience and Architect License. Ability to develop functional requirements and project-design criteria for wide variety of building types and design complexities. Requires substantial knowledge of design and planning principles, building and planning code requirements, specification preparation and organization, construction costs and methods, and contract preparation and negotiation. Ability to direct work efforts of others, develop detailed design concepts, produce contract documents, interpret ordinances, and interpret client needs. Works directly with clients on projects of any size.
	Interior Designer V			Degree in Interior Design with minimum 8 years' professional experience and Architect License. Extensive experience in all areas of interior design with ability to work in all phases of a project's development including large and/or complex projects. Requires substantial experience in project management and ability to function as project leader in team environment.
Landscaping	Interior Designer VI			Degree in Interior Design with minimum 10 years' professional experience and Architect License. Extensive experience in all phases of interior architectural projects and their management. Serves as primary contact with clients, consultants, and public agencies on all assigned projects. Determines standards for project development. Requires substantial knowledge of architectural contract preparation and use. Organizes and leads contract negotiations while providing leadership to project teams. Responsible for developing schedules, manpower allocations, and budgets on all assigned projects.
	Landscape Architect I (Entry Level)			Entry level professional work requiring bachelor's degree in applicable science and no experience, or the equivalent (to a degree) in education and experience. (See the description of Architect I For comparable scope of work).
	Landscape Architect II			Intermediate professional level with developing ability to perform moderately complex project tasks with some independence. Normally reports to higher-level professional regarding work scope, schedule, analysis of design difficulties, and evaluation and commendation of design solutions. Normally has science degree with at least 1-2 years' applicable work experience.
	Landscape Architect III			Fully competent in all conventional aspects of landscape architecture. Plans and conducts work requiring judgment in independent evaluation, selection, and substantial adaptation and/or modification of standard techniques, procedures, and criteria. Generally receives technical guidance on unusual or complex situations and supervisory approval of prepared project plans. May direct work of others on project-assignment basis. Normally has science degree with at least 3 to 4 years' applicable experience.
	Manager of Landscape Architecture			Provides technical and administrative supervision and direction to assigned landscape architecture and support staff. Oversees and schedules all aspects of work within established operating unit of firm.
	Project Accountant			Performs various specialized accounting functions of moderate complexity and ensures that procedures and practices are being followed in accordance with company policy, accounting principles, and contractual obligations. Coordinates the project accounting system within the company and works with technical staff to ensure compliance with contractual requirements. May supervise the activities of various accounting clerks and be responsible for the preparation of periodic reports for management. Normally requires a degree in accounting with at least 2 years of experience or equivalent training and experience.



Exhibit B

Area of Expertise	Position	Professional Experience	Title	Qualifications
	Project Manager			Responsible for supervising, directing, and coordinating construction management of commercial, industrial, and/or municipal projects including direct liaison with owner, designers, and contractors regarding project feasibility, cost, staffing, completion, and maintenance. Will negotiate pricing/fee with project owner; formulate and implement budget and work plan; prepare project-status reports; and oversee the review of plans and drawings in accordance with contract documents. Requires an engineering degree in applicable discipline with a minimum of 7 years' experience in construction management.
	Project Manager I			
	Project Manager II			
	Senior Landscape Architect			Interprets, organizes, executes, and coordinates project assignments. Normally has science degree with 5 years' or more applicable experience. Responsible for complex and/or diverse project assignment design and development, and may supervise lesser-experienced staff toward assigned project task completion.
Primavera P6 Support	Technical Support I	2 Years	Junior Technical Support P6	Primavera P6 Certification Required
	Technical Support II	2-5 Years	Mid-Level Technical Support P6	Primavera P6 Certification Required
	Technical Support III	5-10 Years	Senior Technical Support P6	Primavera P6 Certification Required
Project Management	Project Engineer	< 2 Years	Entry-Level Project Engineer	Unifier / Analytics / Primavera Certified (as applicable), Organizational Change Management, Training, Roll-Out
	Assistant Project Manager	5-10 Years	Assistant Project Manager	Unifier / Analytics / Primavera Certified (as applicable), Organizational Change Management, Training, Roll-Out
	Project Manager Functional I	2-5 years	Mid-Level Project Manager	Unifier / Analytics / Primavera Certified (as applicable), Organizational Change Management, Training, Roll-Out
	Project Manager Functional II	2-5 Years	Mid-Level Project Manager	Unifier / Analytics / Primavera Certified (as applicable), Organizational Change Management, Training, Roll-Out
	Project Manager Functional III	5-10 Years	Senior Project Manager	Unifier / Analytics / Primavera Certified (as applicable), Organizational Change Management, Training, Roll-Out
	Project Manager Functional IV	10-20 Years	Team Lead Project Manager / Principal	Unifier / Analytics / Primavera Certified (as applicable), Organizational Change Management, Training, Roll-Out
	Senior Project Manager	10-20 Years or more		Unifier / Analytics / Primavera Certified (as applicable), Organizational Change Management, Training, Roll-Out
	Principal Project Manager			
Quality Assurance	Facilities QA Inspector I	Level 1, Entry	Facilities QA Inspector I	Entry level facilities quality assurance inspector. Performs simple and routine tasks under close supervision by higher-level staff or from detailed procedural guidelines. Assists in gathering and maintaining inspection data such as observations, field conditions, deficiencies, etc. Follows established procedures to inspect, observe, and test the product being produced by the contractor to verify it meets the contract requirements. Sufficiently competent in one or more construction disciplines to accurately observe the construction process and provide sufficient observation documentation to enable higher-level inspection staff to identify defects.
	Facilities QA Inspector II	Level 2, Developmental	Facilities QA Inspector II	Mid-level facilities quality assurance inspector. Performs non-routine assignments of substantial variety and complexity. Receives objectives and technical advice from supervisor. Gathers and maintains inspection data such as observations, field conditions, deficiencies, etc. Follows established procedures to inspect, observe, and test the product being produced by the contractor to verify it meets the contract requirements. Sufficiently competent in one or more construction disciplines to accurately observe the construction process, identify defects, and communicate them in documentation. Possesses appropriate certification for inspection discipline, such as journeyman's license for electrical, mechanical, or other disciplines.



Exhibit B

Area of Expertise	Position	Professional Experience	Title	Qualifications
	Facilities QA Inspector III	Level 3, Full Experience	Facilities QA Inspector III	Senior level facilities quality assurance inspector. Performs non-routine and complex assignments with responsibility for planning and execution. Executes and delegates objectives from supervisor. Gathers and maintains inspection data such as observations, field conditions, deficiencies, etc. Follows established procedures to inspect, observe, and test the product being produced by the contractor to verify it meets the contract requirements. Sufficiently competent in one or more construction disciplines to accurately observe the construction process, analyze engineering data, identify defects, and communicate them in documentation. Possesses appropriate senior-level certification for inspection discipline and/or required certifications to fully inspect the work, such as master license, IAEI / ICC master's certification, etc
	Facilities QA Inspector Supervisor	Level 4, Supervisory	Facilities QA Inspector Supervisor	Facilities quality assurance inspector supervisor. Monitors, reviews, and coordinates all inspection activities. May be required to attend project meetings and provide recommendations to owner. Competent in multiple construction disciplines. Oversees inspection activities and assignments. Reviews accuracy and timeliness of quality assurance daily reporting and other communication. May revise inspection assignments for cost-effectiveness, when possible.
	Civil QA Inspector I	Level 1, Entry	Civil QA Inspector I	Entry level civil quality assurance inspector. Performs simple and routine tasks under close supervision by higher-level staff or from detailed procedural guidelines. Assists in gathering and maintaining inspection data such as observations, field conditions, deficiencies, etc. Follows established procedures to inspect, observe, and document the product being produced by the contractor to verify it meets the contract requirements. Minimum qualification included CDOT Basic Highway Plan Reading, CDOT Basic Math and CDOT Basic Construction Surveying.
	Civil QA Inspector II	Level 2, Developmental	Civil QA Inspector II	Mid-level civil quality assurance inspector. Performs non-routine assignments of substantial variety and complexity. Receives objectives and technical advice from supervisor. Gathers and maintains inspection data such as observations, field conditions, deficiencies, etc. Follows established procedures to inspect, observe, and document the product being produced by the contractor to verify it meets the contract requirements. Minimum qualifications include;d CDOT Basic Highway Plan Reading, CDOT Basic Math, CDOT Construction Surveying, WAQTC Soils Inspection certification.
	Civil Senior QA Inspector	Level 3, Full Experience	Civil Senior QA Inspector	Senior level civil quality assurance inspector. Performs non-routine assignments of substantial variety and complexity. Receives objectives and technical advice from supervisor. Gathers and maintains inspection data such as observations, field conditions, deficiencies, etc. Follows established procedures to inspect, observe, and document the product being produced by the contractor to verify it meets the contract requirements. Minimum qualifications include;d CDOT Basic Highway Plan Reading, CDOT Basic Math, CDOT Construction Surveying, WAQTC Soils Inspection certification, CRMCA and ACPA Concrete Pavement Inspection certification, CAPA Asphalt Inspection certification.
	Civil Senior QA Inspector Supervisor	Level 4, Supervisory	Civil Senior QA Inspector Supervisor	Civil quality assurance inspector supervisor. Monitors, reviews, and coordinates all inspection activities. May be required to attend project meetings and provide recommendations to owner. Competent in multiple construction disciplines. Oversees inspection activities and assignments. Reviews accuracy and timeliness of quality assurance daily reporting and other communication. May revise inspection assignments for cost-effectiveness, when possible. Minimum qualifications include; CDOT Basic Highway Plan Reading, CDOT Basic Math, CDOT Construction Surveying, WAQTC Soils Inspection certification, CRMCA and ACPA ConcrreteConcrete Pavement Inspection certification, CAPA Asphalt Inspection certification.
	Civil Electrical QA Inspector	Level 3, Full Experience	Civil Electrical QA Inspector	Full experienced quality assurance electrical inspector. Performs non-routine assignments of substantial variety and complexity. Receives objectives advice but not technical advice from Senior QA Inspector Supervisor. Gathers and maintains inspection data such as observations, field conditions, deficiencies, etc. Follows established procedures to inspect, observe, and document the product being produced by the contractor to verify it meets the contract requirements. Minimum qualification - Licensed JourneymanJourneyman ElectricianElectrician in the State of Colorado.
Quality Control	Quality-Control Engineer			Position involves the performance of conventional quality-control functions within a discipline to ensure accuracy and completeness of design as they relate to materials, equipment, systems, and methods required in construction. Ensures that proper testing and analysis are undertaken and completed in the evaluation of these materials, equipment, and systems.
Risk Management	Risk Manager I	2 Years	Junior Risk Engineer	
	Risk Manager II	2-5 Years	Mid-Level Risk Manager	Update project risk registers, monitor contingency draw down on project and portfolio level.
	Risk Manager III	5-10 Years	Senior Risk Manager	Run project specific risk workshops to develop risk registers, contingency and float requirements, provide analysis on risk profile for portfolio.



Exhibit B

Area of Expertise	Position	Professional Experience	Title	Qualifications
	Risk Manager IV	10-20 Years or more	Team Lead Risk Management	
Scheduling	Scheduler I	Level 1	Junior scheduler	Set up baseline schedules, progress updates against baseline, reporting support.
	Scheduler II	Level 2	Mid-Level Scheduler	
	Scheduler III	Level 3	Senior Scheduler	Set up baseline schedules, progress updates against baseline, develop schedule reports, contractor schedule reviews, time impacts assessments for change orders, P6 / EPPM Set up, database administration.
	Scheduler Manager	Level 4	Team Lead	
Specialist Services	Scientist 1			Entry level professional requiring Bachelor's Degree in Science and no experience, or the equivalent (to a degree) in appropriate education and experience. Works under close supervision, receives specific and detailed instructions for required tasks and results expected. Performs a variety of routine scientific tasks, which provide experience and familiarity with scientific staff, methods, practices, and programs. Usually assumes no responsibility for direction of others, except for possible assistance in collection data.
	Scientist 2			Continuing developmental level, performs standard scientific work requiring application of standard techniques and procedures. Limited exercise of judgment required when less common methods or procedures are necessary. Detects problems when using standardized procedures because of the condition of the sample, difficulties with the equipment, etc. Conducts specific phases of projects for more experienced scientists. For training and developmental purposes, assignments may include some work that is typical of a higher level. Performance generally requires a minimum of 1 year as Scientist 1 or related experience, or an MS Degree.
	Scientist 3			Independently evaluates, selects, and applies standard scientific techniques and procedures while using judgment when necessary to adapt standard methods and techniques. Assignments have clear and specified objectives and require investigation of limited number of variables. Generally requires a minimum of 1 year Scientist 2 or related experience or a Ph.D. Degree without experience. Receives instructions on specific assignment objectives, complex features, and possible solutions. Assistance given for unusual problems and normally reviewed for application of sound professional judgment. May supervise or coordinate work of technicians and be assisted by lower-level scientists.
	Scientist 4			Fully competent scientist in all conventional aspects of subject matter or functional area of assignments; plans and conducts work requiring: a) mastery of specialized techniques or ingenuity when selecting and evaluating solutions to unforeseen or novel complexities, and b) ability to apply analytical solutions to wide variety of problems and assimilate details and their significance toward various scientific analyses, procedures, and tests. Requires sufficient professional experience to assure competence as a fully trained scientist in individual's discipline or expertise. Generally requires 1 to 2 years Scientist 3 or related experience. Independently performs most assignments with instruction only regarding general expected results. Receives technical guidance for unusual or complex problems and supervisory approval of proposed project plans. May supervise small staff of scientists and technicians on project basis.
	Scientist 5			Applies diversified knowledge of scientific principles and practices to broad variety of assignments and related fields. Requires use of advanced techniques and modification and extension of theories, precepts, and practices in individual's field. Participates in planning and executing project programs using specialized knowledge of complexities, methods and probable value of results. May serve as expert in narrow specialty (e.g. Ornithology, Ichthyoplankton, Radiology, etc.) making recommendations and conclusions, which serve as basis for undertaking or rejecting specific project tasks. Requires sufficient breadth of knowledge and Scientist 4 work experience to have achieved a position of identifiable expertise within organization. Professional certification may be required. Supervision and guidance relate largely to overall objectives, critical issues, new concepts, and policy matters. Consults with supervisor or specialized outside-authority concerning unusual problems and developments. Typical duties and responsibilities include one or more of the following: 1) In supervisory capacity, plans, organizes, and directs assigned project programs. Independently defines scope and critical elements of projects and selects steps to be taken. Supervises small staff (2-5) of Scientists 1- 4 and technicians on project basis; 2) As individual researcher or specialist, performs complex or novel assignments requiring development of new or improved techniques and procedures.
Surveying	Chain/Rod Technician			Stakes out and elevates survey points. Performs maintenance of certain equipment and maintains supplies for survey crew.
	Land Surveyor			Responsible for initiating and completing both the preliminary and final land surveys and ensuring that accuracy of surveys reflects the integrity of design and meets all requirements. Is required to be a Registered Land Surveyor with a minimum of 5 years of broad survey experience and some technical-school training. May supervise the activities of survey crews and provide training to staff.



Exhibit B

Area of Expertise	Position	Professional Experience	Title	Qualifications
	Party Chief			Organizes and maintains efficiency of field survey crew in completing specific jobs. Accurately calculates and records field data that are clear and understandable. Reviews job specifications and determines the best course for completing the fieldwork in an efficient and safe manner. (Is non-registered).
Unifier Development	Unifier Systems Developer I	2 Years	Junior Developer Unifier	Unifier Certification Required, Business Process Design, Implementation, Testing
	Unifier Systems Developer II	2-5 Years	Mid-Level Developer Unifier	Unifier Certification Required, Business Process Design, Implementation, Testing
	Unifier Systems Developer III	5-10 Years or more	Senior Developer Unifier	Unifier Certification Required, Business Process Design, Implementation, Testing
Unifier Support	Technical Support I	2 Years	Junior Technical Support Unifier	Unifier Certification Required
	Technical Support II	2-5 Years	Mid-Level Technical Support Unifier	Unifier Certification Required
	Technical Support III	5-10 Years	Senior Technical Support Unifier	Unifier Certification Required



EXHIBIT B

Level Name	Level Description
Level 1, Entry	Assignments are concentrated in one functional area within individual's discipline or field. Works with close direction as to approach and desires end results. Becomes familiar with techniques, approaches, and procedures and the nature of engineering systems, equipment, etc., applicable to assignments. Requires engineering degree and 0 to 1 year's experience or the equivalent experience.
Level 2, Developmental	Individual is capable of independently performing most conventional technical functions within discipline. Work is reviewed for application of sound professional judgment. May provide technical direction to a few support personnel. Requires engineering degree plus 2 to 3 years' engineering or equivalent experience.
Level 3, Full Experience	Fully experienced and competent individual capable of performing all functions within a discipline and capable of solving difficult problems requiring substantial evaluation, analysis, and modification or adoption of standard techniques or methods. May provide technical direction to a small group of professionals and/or support personnel. Requires engineering degree plus 4 to 6 years' engineering experience or the equivalent.
Level 4, Supervisory	Supervisory level responsible for the technical activities related to numerous projects. Staffs, establishes objectives, and reviews performance of activities on projects directed. Requires engineering degree plus 7 to 9 years' experience or the equivalent.
Level 5, Managerial	Individual has full managerial responsibility for a given scope of work and the direction, control, and utilization of a staff of professionals and support personnel (at least ten or more in number). Is responsible for the scheduling, budgeting, and quality of projects within assigned discipline and scope of work. Requires engineering degree plus 10 or more years' related experience or the equivalent.

REQUEST FOR PROPOSALS (RFP) AND PRESENTATION AND INTERVIEWS

CONCOURSE C WEST PROGRAM MANAGEMENT SUPPORT SERVICES

RFQ No. 202578570

STAGES II AND III



PROPOSAL SUBMITTAL AND INTERVIEWS

Stage II (Request for Proposals) and Stage III (Presentation and Interview) Instructions

This RFP and Presentation and Interview process is applicable to Submitters (now Proposers) who received notification that their Qualifications from Stage I (Request for Qualifications) were responsive and were selected to participate in these subsequent procurement stages.

Key Dates

- **Proposal Submittal Instructions Issued:** June 20, 2025
- **Proposal Submittal Deadline:** July 2, 2025, at 9:00 AM MST
- **Interviews Scheduled:** July 15, 2025

Proposers advancing to Stages II and III must address **Year One activities only**. For this exercise, assume the project will be delivered through a Construction Manager/General Contractor (CM/GC).

Proposers should provide responses specific to Year One priorities and tasks under these assumptions. Stage II submissions must comply with these instructions provided via BidNet.

Stage II – Request for Proposals (RFP)

Proposal Submittal

Proposers must provide the following materials in their Proposals, ensuring the scope is focused on Year One activities:

1. Year One Work Plan*

- a. Provide a Year One Work Plan for the Concourse C-West Expansion project, aligning with a CM/GC project delivery model.
 - Identify key Year One tasks, deliverables, and milestones, such as programmatic design development, procurement document preparation, program governance and management plan development, stakeholder engagement, and financial tasks for the project, such as cost modeling to inform the project budget.
 - Include a detailed breakdown of level of effort (personnel classification, hours, resources, and pricing) required for Year One. Note that the Year One Work Plan and Level of Effort are non-binding and are provided for informational purposes to demonstrate a general approach to executing Year 1 tasks.
 - Provide a preliminary program schedule, aligning with the Work Plan and Level of Effort, extending through **your assumed** design/construction procurement period for the project. The schedule should identify key activities, milestones, and deadlines, show the critical path, and identify potential opportunities to accelerate program delivery. Note that the Year One program schedule is non-



PROPOSAL SUBMITTAL AND INTERVIEWS

binding and is intended to demonstrate how the Proposer will structure key activities to manage time and resources effectively.

** The Year One Work Plan is envisioned to cover a 12-month duration from the start of the executed agreement and subsequent Task Order issuance and does not correspond to a specific calendar or fiscal year.*

2. Year One Program Understanding and Approach Narrative

- a. Provide an approach for the Concourse C-West project under the stated assumptions.
- b. Articulate Year One strategies for confirming a delivery method, comparing different alternative delivery strategies and high-level pro/cons of those delivery methods.
- c. Emphasize coordination with stakeholders, phasing strategies, and methods for managing early challenges and risks.

3. Integration and Interface Strategy

- a. Define methods to manage integration and interfaces between the Concourse C-West project, existing DEN project governance structures, and ongoing airport operations, including:
 - Coordination and integration between new and existing infrastructure.
 - Alignment of construction activities and coordinating impacts to existing facility shutdown requests.
 - Mitigation of risks, conflicts, and dependencies between the new and existing facility.
 - Development of an Interface Agreement to formalize roles, responsibilities, and expectations between different project and operational teams for Year One and beyond.
- b. Provide a communication and reporting plan for managing integration across the Concourse C West PMT and other DEN project, operations and maintenance teams, ensuring consistent and timely updates on project status, milestones, and any integration-related issues.

4. Year One Key Personnel and Organizational Chart

- a. Focusing on Year One, include an organizational chart for your proposed team, identifying key personnel names for both projects.
- b. The organizational chart should demonstrate how personnel will be aligned with Year One tasks and responsibilities, including interface management.
- c. Provide resumes for **key personnel**, aligning them with relevant project experience. Resumes must include:
 - Name and role of the individual.
 - Key responsibilities on this project.
 - Summary of qualifications and relevant experience.
- d. Reference Requirements for Key Personnel:



PROPOSAL SUBMITTAL AND INTERVIEWS

- Provide up to three (3) references for each proposed individual in key management roles, such as the Program Manager, Deputy Program Manager, and other critical positions deemed necessary by the Proposer to meet the requirements of the project.
- References should have firsthand knowledge of the personnel's performance on similar projects and must validate the following:
 1. Project name and description.
 2. Their specific roles and responsibilities.
 3. Key contributions to project success.
 4. Outcomes and performance metrics related to their work.
- e. Reference Requirements for Relevant Projects:
 - Although Relevant Project History was evaluated in Stage I, the Proposer must now provide references for the previously identified projects.
 - Submit references for up to three (3) projects to validate the Proposer's role and performance. Each reference should include:
 1. Project name and description.
 2. Delivery method (i.e., CM/GG, Design-Build).
 3. Contract value and scope of work.
 4. Period of performance.
 5. Owner name, contact information, and phone number.
 6. Key personnel roles and responsibilities on the project.
 7. References must directly link the Proposers key personnel to their roles on the identified projects, demonstrating their experience and ability to meet the demands of the projects.

References

The City will contact the listed references to validate both the Proposers' (see Section 4.e) and/or key personnel's (see Section 4.d) past performance. Reference checks will focus on the following areas:

- The strength of the relationship and collaboration between the firm, its key personnel, and project owners.
- The consistency of the proposed team's involvement in past projects through completion.
- The ability of key personnel to proactively address challenges and deliver solutions.
- The firm's effectiveness in meeting contractual scope, schedule, and budget requirements.
- The quality and value of the work provided, including innovative approaches or efficiencies that enhanced project outcomes.



PROPOSAL SUBMITTAL AND INTERVIEWS

It is the Proposers' responsibility to ensure references are responsive during the evaluation process. Non-responsiveness or incomplete references may adversely affect scoring.

Proposal Format Requirements

Proposals must comply with the same formatting guidelines specified for SOQ submittals in Section IV- 2 of the RFQ:

- **File Format:** Unprotected Adobe Acrobat (.pdf).
- **Page Limits:** Narrative content limited to **10** pages (excluding resumes, references, organizational charts, supplementary schedules).
- **Font/Size:** Times New Roman, 12-point font.

Stage III – Presentation and Interviews

Interview Format

Proposers that were selected to submit proposals during Stage II will participate in an in-person interview. Proposers will be evaluated on their interview performance considering the team's presentation delivery, clarity, and responses to panel questions based on Stage II proposal content. Interviews shall follow:

- Presentation (30 minutes):
 - Summarize key points from Stage II deliverables, including Year One strategies, program understanding, and interface approach.
- Q&A Session (30 minutes):
 - Respond to questions from the Evaluation Committee.
- Team Composition:
 - A maximum of five (5) participants, including:
 - Proposed Year One individuals in key management roles, such as the Program Manager, Deputy Program Manager, and other critical positions as identified in Stage II, Section 4 above.

Administrative Notes

- Technical Troubleshooting: Proposers will have a 10-minute grace period to resolve technical issues.
- Prohibited:
 - Introducing new information not included in Stage II deliverables.
 - Submitting leave-behinds or physical materials.
 - Altering proposed team members, project approaches, or roles.
 - Recording the interview in any way.



PROPOSAL SUBMITTAL AND INTERVIEWS

Evaluation Criteria and Scoring for Stages II and III

Category		Total Points for Stage II/III
1.	Year One Work Plan	30
2.	Understanding the Program and Approach	20
3.	Integration and Interface Strategy	25
4.	Key Personnel and Organization Chart	25
Total		100 points

The Evaluation Committee will evaluate the Stage II Proposals and Proposers' Stage III interview performance based on the above criteria.

Evaluation Process

The evaluation process consists of three (3) stages, with each stage designed to assess different aspects of the Proposers' qualifications and approach:

1. Stage I – SOQ Submission
 - Weight: 100 points
2. Stages II and III – RFP and Presentation and Interviews
 - Weight: 100 points

The final selection of the Contractor will be based on the Evaluation Committee's aggregate score for Stage I and Stages II and III. The scoring breakdown is as follows:

Stage	Points Available
Stage I	100
Stage II/III	100
Total	200 Points

General Notes

1. The Proposers selected to submit Proposals during Stage II and participate in the presentation and interviews during Stage III must adhere to the format and deadlines provided, and by submitting a response, acknowledge the above modification to the original RFQ with respect to a combined evaluation of Stage II and Stage III rather than separate evaluations of those stages.
2. All deliverables submitted in Stage II will form the basis of discussions during Stage III interviews.
3. DEN reserves the right to amend or modify this solicitation process at its discretion.

Stage II - Proposal

Concourse C West Program Management Support Services

RFP No. 202578570

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July 2, 2025

RE: Stage II Proposal for Concourse C West Program Management Support Services

Dear Concourse C West Selection Committee:

V-1 is honored to be considered for continued involvement in Stages II and III of the Concourse C West Program Management Support Services pursuit. This opportunity is more than a contract, it's a continuation of our shared commitment to shaping DEN's future by supporting a program that expands gate capacity, enhances operational flexibility, and drives long-term growth. In Stage I (our qualifications step), we were focused on showing the strength, experience and value of our thoughtfully picked team. In Stages II and III, our focus is to build on that foundation—putting our DEN knowledge, relationships, and momentum to work to develop a coordinated plan that sets the Concourse C West project up for long-term success.

With our team's unmatched concourse expansion experience, we know what it takes to get a major program moving and keep it on track. Our proposal centers on strategies and tools that help DEN build early structure, accelerate critical decisions, and sustain momentum with confidence:

- **Year One Strong:** The first year sets the tone for the entire program. Our team is ready now—with our local team presence and vast DEN experience—to organize governance, support key decisions, manage early risks, and apply targeted strategies to keep the schedule moving. V-1 and our partners are built for this pace.
- **Decision-Ready in 100 Days:** We will bring a disciplined approach to support DEN in reaching an informed delivery method decision within the first 100 days. Through early stakeholder engagement, internal estimating, and structured risk workshops, we'll guide a clear and confident path forward. You'll see this theme emphasized throughout our proposal, and for good reason: getting the first three months right is essential to long-term success.
- **Early Action, Informed Planning:** There are opportunities to support the initial launch of early enabling work—such as survey, geotechnical, detailed LiDAR scans of building interface, and environmental work—aligned with year one objectives to build early momentum. We will also help strategically establish RFQ cadence to bring the *right* partners on board at the *right* time.
- **Early Alignment with Revenue-Driving Opportunities:** We understand the value of integrating revenue-focused planning, such as concessions, into early design and phasing. By aligning with DEN's broader program goals, we can help bring in the right partners early, ensuring spaces are ready on Day One to maximize revenue and passenger experience.

Our plan includes meaningful integration of certified SBE firms to help ensure equity, innovation, and alignment with DEN's overarching program objectives.

We're excited to speak with you more about our approach and introduce some of the leaders we've brought together to carry this program forward. Thank you for the opportunity to be considered. We look forward to the next steps and the chance to continue supporting DEN's vision. We acknowledge receipt of Addendum 1 (7/1/25).

Sincerely,

A handwritten signature in blue ink, appearing to read 'Abel Garcia'.

Abel Garcia, President , V-1 Consulting

P: 720.447.7720

E: agarcia@v-1consulting.com

Address: 528 Clayton St, Unit B, Denver, CO 80206

Section 1
Year One Work Plan

ESTABLISHING THE FOUNDATION: YEAR ONE PRIORITIES

V-1’s strategy is built on driving early momentum through clear structure, proactive stakeholder alignment, and well-defined deliverables. By prioritizing key foundational elements—like design coordination, procurement planning, governance setup, and cost modeling—we’ll establish a strong framework to support long-term program success. We’re proposing an accelerated program setup within the first three months, a critical step in keeping the overall project schedule on track and moving forward efficiently. Below, we’ve highlighted seven key focus areas and how our team will support each. These priorities were developed in close collaboration with our key team members to reflect DEN’s goals and ensure cross-disciplinary alignment from the start.

Category	Key Tasks	Primary Deliverables	Target Milestones
Stakeholder Engagement	Conduct kickoff workshops, map stakeholder needs, ORAT Involvement	Stakeholder Matrix, Engagement Plan	Month 1: First Draft Report Complete
Procurement Preparation	Develop RFQs for geotech, environmental, and design teams	RFQ documents, procurement schedule	Month 1: First RFQ Issued
Governance & PMP Development	Define governance structure, create Program Management Plan	PMP, Governance Charter, Org Chart, RACI Matrix, and program dashboard draft	Month 3: PMP Draft Issued
Programmatic Design Development	Develop Program Definition Document, coordinate with DEN Planning on previous expansion data	Primary Deliverables: Project Definition Document	Month 3: Draft Report Complete
Financial Modeling, Budgeting & Risks	Develop initial cost models, assess phasing implications, risk workshops	Preliminary cost model, cost risk log, establish program budget	Month 3: Estimate #1 Complete
Architect/Design Procurement	RFQ Development and DEN Procurement Coordination	A/E Bid Advertisement, Outreach Events, Taking Flight with DEN	Month 9: A/E Selection
Contractor Procurement	RFQ Development and DEN Procurement Coordination	Construction Bid Advertisement, Outreach Events, Taking Flight with DEN	Month 9: Contractor Selection

During program set up, our focus will be on developing the project scope, establishing a baseline schedule and budget, and updating the business case to reflect current goals and conditions. Additionally, we will help refine the procurement strategy to align with DEN’s operational needs and delivery method selection process. These efforts will ensure a strong foundation for decision-making and successful progression into design and implementation.

We’ve provided a detailed baseline schedule on page 4 of our narrative response —outlining the full scope of tasks, deliverables, and milestones for the first 12 months. We also provided an accelerated schedule on page 5. We can jumpstart the project by using on-call contractors for geotech, survey, and enabling work. We also proposed a quicker RFQ selection process to bring on key partners earlier in the process. While the Architect is onboarded, the PMT can begin schematic design options to keep momentum and align early with DEN.

DETAILED BREAKDOWN | LEVEL OF INVOLVEMENT

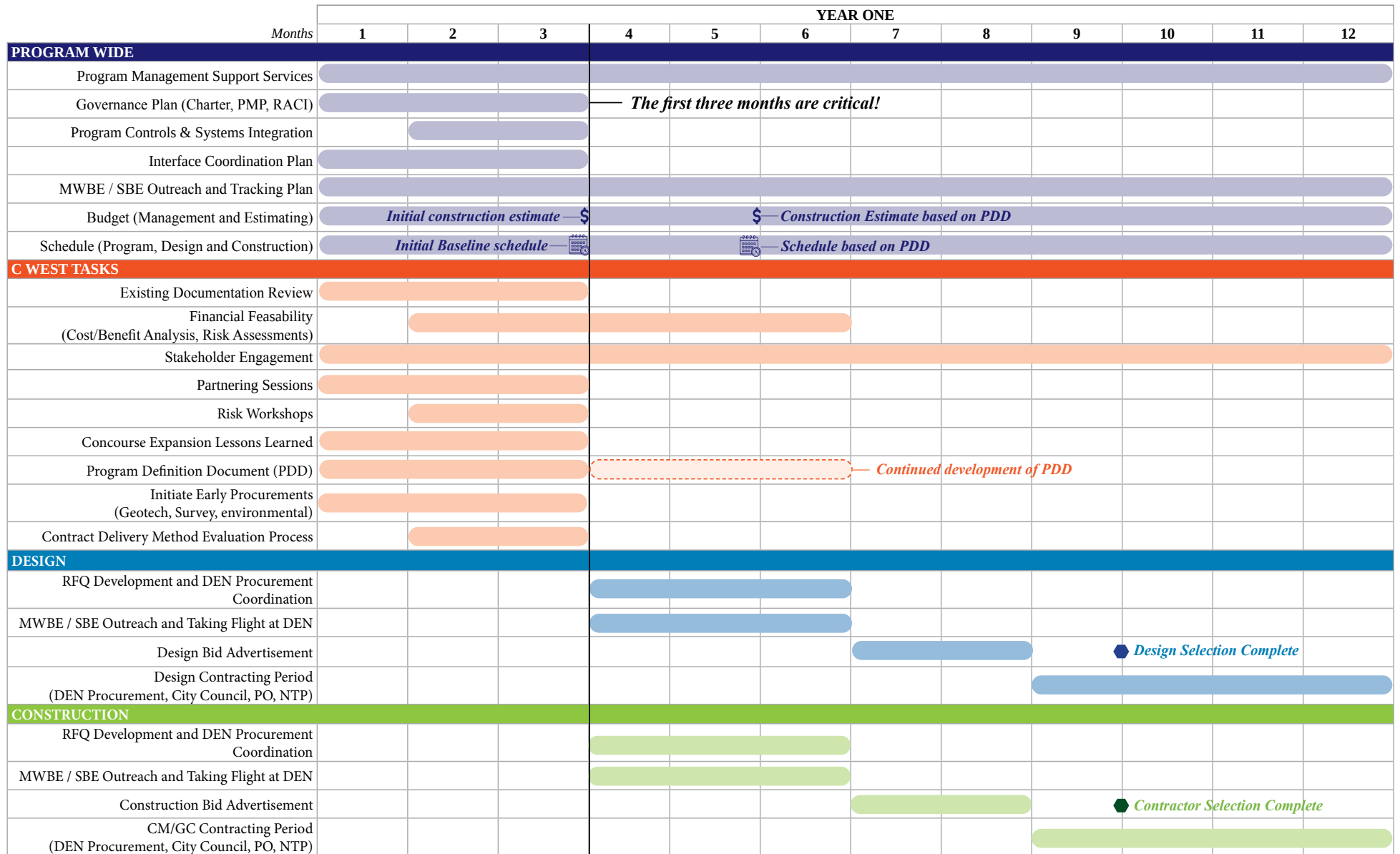
V-1 Consulting

CONFIDENTIAL INFORMATION

		Year One Hours / Level of Involvement														
		1	2	3	4	5	6	7	8	9	10	11	12	Total		
Months															Classification	Pricing
	Hunter Wardlaw <i>Program Manager</i>	160	160	160	160	160	160	160	160	160	160	160	160	1,920	Project Manager Functional IV	\$259.58
	Brett HahnenKamp <i>Deputy Program Manager</i>	160	160	160	160	160	160	160	160	160	160	160	160	1,920	Project Manager Functional IV	\$305.00
	Amy Gaddis <i>Design Manager</i>	120	120	120	120	120	120	80	80	80	80	80	80	1,200	Principal Project Manager	\$315.00
	Justin Cooper <i>Construction Manager</i>	20	20	20	20	20	20	80	80	80	80	80	80	600	Construction Manager	\$320.00
	Clark Bender <i>Structural Precon Manager</i>	80	80	80	80	80	80	40	0	0	0	0	0	520	Project Manager Functional III	\$227.14
	Kaitlin Doherty <i>ORAT/Stakeholder Engagement</i>	40	40	40	40	40	40	40	40	40	40	40	40	480	Project Manager Functional III	\$227.14
	Scott Maish <i>Building Design Lead</i>	80	80	80	80	80	80	40	40	40	40	40	40	720	Project Manager Functional IV	\$274.14
	Stephen Harris <i>Project Controls Manager</i>	120	120	120	120	120	120	120	120	120	120	120	120	1,440	Project Manager Functional III	\$274.14
	Lukas Van Schalkwkk <i>Lead Estimator</i>	60	120	120	20	20	20	20	20	20	20	20	20	480	Estimating Manager Architectural	\$303.43
	Bill Washburn <i>Sr. MEP Mngr. Jet Fuel SME</i>	80	80	80	80	80	80	20	20	20	20	20	20	600	Principal Project Manager	\$315.00
	Colin Bible <i>Civil Precon Manager</i>	80	80	80	80	80	80	40	0	0	0	0	0	520	Project Manager Functional IV	\$360.00
	Jordan Fette <i>Pay App & Contract Admin</i>	20	20	20	20	20	20	20	20	20	20	20	20	240	Contract Administrator I	\$165.00
	Marlon Shakimov <i>Lead Scheduler</i>	60	120	120	20	20	20	20	20	20	20	20	20	480	Scheduler Manager	\$204.00
	Jackie Shears <i>Contact Admin.</i>	40	40	40	40	40	40	40	40	40	40	40	40	480	Contract Administrator I	\$68.81
	Yasmina Platt <i>Aviation Planner</i>	80	80	80	80	80	80	20	20	20	20	20	20	600	Project Manager Functional IV	\$320.77
Total Hours: 12,200 Total Cost (Year One): \$3,359,000.00																
A/E firm that will be contracted under V-1 for the PDD document or firm under the DEN On-Call contracts if possible																+ \$600,000

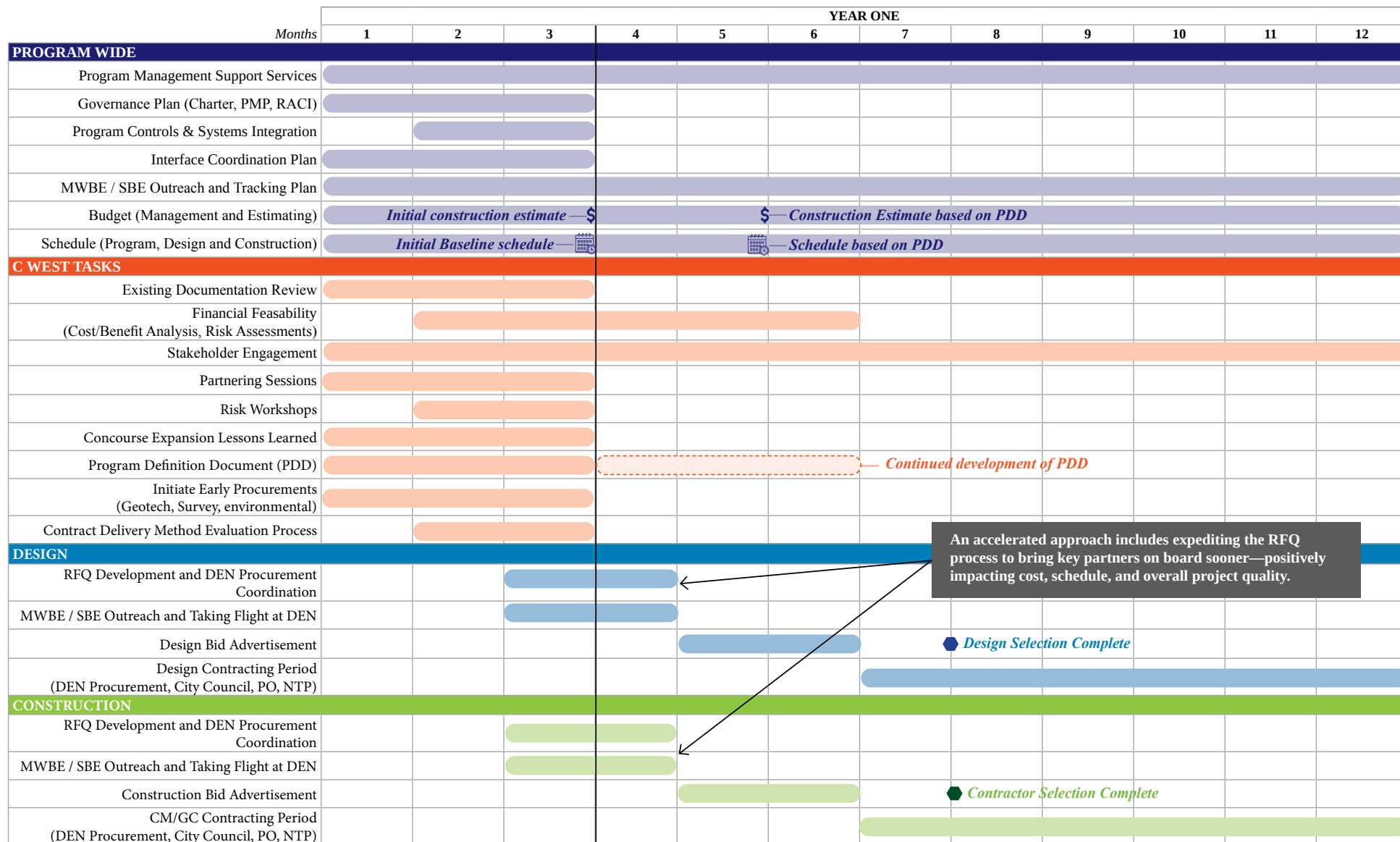
BASELINE SCHEDULE

V-1 Consulting



SUPPLEMENTAL | ACCELERATED SCHEDULE

V-1 Consulting



Section 2
Year One Program Understanding and Approach Narrative

V-1 Consulting

YEAR ONE FOCUS: STRATEGIC DELIVERY METHOD SELECTION & COMPREHENSIVE PROJECT DEFINITION PLANNING

In Year One, our team will focus on facilitating a thoughtful, data-driven decision (from previous CEP experience) on the preferred project delivery method. We will evaluate options including CM/GC (CMAR), Design-Bid-Build, Design-Build, Progressive Design-Build (and others)—assessing each for its alignment with DEN’s operational environment, stakeholder needs, and schedule objectives. Using DEN’s current **Project Delivery Selection Guide** as a framework, we will collaborate closely with DEN to define and carry out a clear, transparent evaluation and selection process. We will set out with the goal of making a delivery method decision by day 100. Achieving this will allow critical procurements to begin shortly thereafter. The following 100-day plan (on the right) outlines key topics and steps in order to develop the **Project Definition Document (PDD)** as well as conduct an informed analysis of delivery method options with DEN leadership.

In addition to the project delivery analysis, we will develop the PDD to define space needs, adjacencies, and operational requirements for gates, concessions, passenger services, and building systems. The PDD will also address airside elements such as fleet mix, remote parking, taxiways, fueling, GSE, de-icing, and snow removal. Existing site conditions, utilities, and infrastructure will be documented to identify integration challenges. The PDD will align with all relevant codes and DEN initiatives and serve as a key reference for the Architect/Engineer of Record to inform scope and fee. We will also work closely with DEN to determine the desired level of detail for the PDD. By calibrating the depth and specificity of the document, we will evaluate and manage the inherent risks associated with its use as a foundational project reference for the Architect/ Engineer and Contractor.

Month 1

- Align on project approach, PMP, and PDD level of detail with DEC leadership
- Launch governance planning (working groups, executive committees, etc.)
- Begin stakeholder engagement to establish relationships and gather input
- Initiate early procurements (example: geotech, survey, environmental)
- Start preliminary internal cost estimating and refine the project schedule
- Launch working groups and begin internal scoping/programming discussions
- Conduct a lessons learned summit on previous expansions, including the approach to procurement, design, and construction

Month 2

- Develop regular stakeholder meetings to define airside and terminal space program requirements
- Investigate and document known existing conditions
- Hold risk workshops to gather input and inform delivery method considerations
- Define governance structure and begin drafting a Charter
- Begin delivery method evaluation process

Month 3

- Finalize delivery method decision (after cost estimate completion)
- Begin procurement of designer, or design-builder, depending on the chosen method
- Present upcoming procurements in forums like Taking Flight with DEN, and hosting Industry Day and Open House events
- Continue governance development and supporting documentation
- Continue stakeholder engagement to further develop detailed program and existing conditions

The Right Leadership Matters



Brett Hahnenkamp will serve as our deputy program/delivery manager and is a key differentiator for our team. A highly respected industry professional, Brett is currently supporting DEN’s DEC team in developing processes and procedures for alternative delivery methods.



Amy Gaddis, design manager, brings proven leadership and deep institutional knowledge from her role in launching the A/E program for DEN’s previous Concourse East Expansions. Her previous work with DEN gives her a strategic understanding of the airport’s vision, priorities, and operational dynamics. Now she returns with sharpened insight and valuable lessons learned, ready to streamline coordination, navigate complexities, and drive early momentum.

Using the **DEN Project Delivery Method Guide**, our team will collaborate with DEN Leadership to select the most effective contracting approach—one that supports quality, minimizes schedule risk, and maintains budget alignment. Below is a pros and cons list for different delivery

Delivery Method	Pros	Cons
Design-Bid-Build	- Well accepted by owners and contractors - Wide legislative authority and legal precedents - Owner maintains maximum design control - Promotes high competition among contractors - Early procurements and enabling work may be best delivered as Design-Bid-Build or through existing On-Call contracts to support acceleration	- Owner manages separate design and construction contracts - Limited designer–contractor interaction can lead to constructability issues, driving up cost and schedule - Owner assumes risk for design errors - Lack of contractor input during design reduces value engineering opportunities - Construction can’t begin until design is complete, extending project duration
CM/GC <i>*Assumed Preferred, per RFQ</i>	- CM is brought on early (0%–30% design) to advise during preconstruction - Provides cost estimating, scheduling, value engineering, and constructability input - GC holds trade contracts - Assumes cost and schedule risk - Allows overlap of design and construction for early work packages - You can often reallocate all other types of risk to the party that can most efficiently manage that risk	- Owner manages two contracts and assumes design risk - Lack of contractor involvement in earlier preconstruction efforts may impact constructability and preconstruction value engineering - First-time users may struggle to maximize CM’s early involvement - Often times the GC will embellish their schedule and cost estimates to create hidden profit. This can be challenging to identify and overcome to get to a good GMP
Design-Build	- Single point of responsibility for design and construction - Minimizes adversarial disputes between designer and contractor - Creates opportunities for efficient risk transfer - Reduces change orders and claims related to errors and omissions - Design-related risks are owned by the design-builder - Enables accelerated delivery by fast-tracking design and construction	- Early lump-sum pricing may increase risk and contingency - Limits owner control over design details - Design follows cost-focused project criteria - Fast-tracking may be restricted by permitting needs - May limit opportunities for small/local contractors
Progressive Design-Build (PDB)	- Cost is refined throughout design for more accurate pricing - Early owner involvement shapes design decisions - Collaborative approach reduces errors, disputes, and change orders - Owner retains strong control and influence	- GMP negotiation can be complex for newcomers to this approach - Requires very active owner involvement - Lack of legislative authority to use PDB - Award without full competition on the overall price

STAKEHOLDER COORDINATION, PHASING, AND EARLY RISK MANAGEMENT

A successful start to a complex, operationally sensitive project like Concourse C West requires early alignment, clear planning, and strong coordination with stakeholders. V-1 will develop a stakeholder communication matrix to define involvement, communication preferences, and key milestones when stakeholder engagement is required. We will develop an early structured communication plan and include the following core principles:

Early Definition of Project Scope and Stakeholder Goals: The team will work with DEN Leadership and the various project stakeholders to define the program parameters and facilitate the development the **Project Definition Document (PDD)** by understanding goals and requirements. Early alignment of program expectations is crucial to define the program and scope accurately so it can be transferred to the A/E of record. This will reduce potential scope creep, ensure the project remains on schedule, and will be critical to accurate budgeting.

Early Stakeholder Engagement: We will initiate structured working sessions with DEN departments, airlines, tenants, and other key users within the first month to build upon our relationships and gather program requirements, gain alignment on project goals, constraints, and operational priorities. This early coordination lays the foundation for the development of the PDD through informed decision making.

For example, a lesson learned on the previous CEP, was not getting concessions completed earlier for a full concourse opening to add to an exceptional passenger experience at the onset. Engaging Concessions early allows us to explore opportunities to align their design, permitting, and build-out timelines with the overall concourse schedule. This early coordination can reduce rework, streamline utility and infrastructure needs, and ensure tenant spaces are ready for fit-out as soon as base building work is complete. By eliminating delays between concourse turnover and tenant activation, DEN can begin generating revenue from concessions earlier—maximizing financial return and enhancing the passenger experience from day one.



Early Risk Management: In Month 2, we will lead structured Risk Workshops to explore potential challenges, document concerns from stakeholders, and begin identifying potential delivery method options that best mitigate those risks.

To address risks proactively, we will launch internal estimating exercises to determine risk impacts (both qualitative and quantitative) and develop a risk matrix. Some preliminary risk mitigation efforts the team will implement are: early trade package planning; establishing an interface agreement framework with DEN Operations and Maintenance; and accelerating procurement for long-lead scopes such as geotechnical and environmental investigations. Throughout the program, our team will document lessons learned to refine our approach and support future decision-making.

Consistent Project Reporting and Dissemination of Information: We will establish clear reporting protocols for core stakeholder groups, with relevant updates shared with supporting groups (as needed). Project updates and performance metrics will be communicated through Power BI dashboards to ensure transparency and alignment. Our team will also coordinate with Contractor for external reporting and work with Airline Affairs to keep airline partners informed.



As a former Denver-based United Airlines employee, **ORAT & Stakeholder Engagement Lead Kaitlin Doherty** brings firsthand knowledge of how to coordinate effectively with key partners during project setup. She will ensure our team fully understands DEN’s goals and scope to engage the right stakeholders at the right time. For example, she will help identify opportunities to bring in partners, like concessionaires, early in the design process—supporting timely build-outs and maximizing revenue from day one.

Develop Project Phasing Strategies: V-1 will work collaboratively with DEN to define high-level phasing strategies that balance construction needs with operational continuity. We will identify constraints, inform design progression, and align phasing strategies with stakeholder expectations and airport operations early in the process by mapping out interface points, access requirements, and swing space options.

Coordinating New and Existing Infrastructure: We will initiate early mapping of tie-in points, utilities, and systems to align new infrastructure with existing terminal operations. This includes close coordination with DEN Ops, Maintenance, and BMS teams to ensure continuity of service and minimize disruptions.

Take Advantage of Early Momentum

Opportunities: By issuing RFQs in Month 1 for geotechnical and environmental packages, we will fast-track the infrastructure discovery process, allowing integration efforts to begin before design is fully complete.

Section 3 Integration and Interface Strategy

MANAGING INTEGRATION BETWEEN C-WEST, GOVERNANCE STRUCTURES, AND ONGOING AIRPORT OPERATIONS We Move the Ball, Even When it’s Not in Our Court

At DEN, integration requires *initiative*, not just *coordination*. Our team brings experience from past concourse expansions, with a strong understanding of facility systems, shutdowns, and stakeholder expectations. We stay engaged across all workstreams—driving clarity, resolving issues early, and maintaining momentum, even beyond our direct scope. **Below is our proven approach to managing integration effectively from day one:**

Internal Cost & Schedule Modeling: In-house tools allow us to simulate infrastructure interfaces and test phasing strategies, helping anticipate conflicts and build flexibility into the plan.

Culture of Accountability: We keep the project moving—pushing integration work forward even when responsibilities cross into other departments. Our mindset is to “move the ball down the field,” ensuring coordination tasks don’t stall at departmental handoffs.

Approach to Coordinating Construction Activities and Facility Shutdown Impacts

During Year One, our priority is to identify and plan for potential shutdowns that may impact existing DEN operations. We will:

- **Engage DEN Ops, Maintenance, Tenants, and Ramp Tower teams** early through stakeholder workshops to gather input on operational sensitivities and constraints. Include key tenants (such as FSM/Menzies for fuel systems and Aeromag/IDS for deice operations) to help minimize infrastructure impacts and improve coordination of resources during planned shutdowns.
- **Map existing facility systems during programming** to understand where new infrastructure will interface with active areas, utilities, and terminal/airside operations.
- **Coordinate with the DEN BIM and Asset Management team to develop a preliminary Shutdown Coordination Log** to track potential impacts, lead times, and approval processes—built directly into our Program Management Plan.

- **Establish rolling look-ahead planning tools to align future construction phases with operational needs** identified during Year One, enabling smoother transitions into later design and construction.
- **Implement a rolling look-ahead schedule** (6–8 weeks) that identifies upcoming work with potential operational impacts, shared in weekly interface meetings.
- **Establish a Shutdown Coordination Log** to track requests, approvals, and required lead times, ensuring nothing is missed or delayed due to lack of visibility.
- **Integrate shutdown planning into our baseline schedule and Interface Agreement**, giving all teams a common reference for timing, responsibilities, and recovery windows.

Integrating existing building systems with new construction requires detailed planning and coordination to ensure compatibility, efficiency, and compliance. **Below is our process overview:**

1. Assess Existing Systems

- Using available DEN LiDAR and BIM Models, audit and document current and document current systems (HVAC, electrical, plumbing, BMS, etc.)
- Evaluate system condition, capacity, and regulatory compliance
- Identify compatibility gaps and gather input from DEC, facilities, and tenants

2. Define Project Requirements

- Set functional and integration goals (efficiency, capacity)
- Determine compliance needs and project constraints (budget/timeline)
- Decide whether to integrate, upgrade, or replace legacy systems

3. Design and Planning

- Coordinate across disciplines using BIM for visualization
- Ensure new systems are compatible with legacy infrastructure
- Develop a phased plan to minimize operational disruptions

- Incorporate sustainability and energy-efficiency goals

4. Interface & Interoperability

- Use open protocols (e.g., BACnet) or bridging tools for system communication
- Expand or reprogram BMS to control integrated systems
- Plan for physical connections (ductwork, etc.)

5. Implementation

- Demolish or modify outdated components
- Install and connect new systems per design specs
- Conduct testing to verify integration and system performance
- Use temporary systems to limit downtime

6. Commissioning and Handover

- Fully commission all systems and verify functionality
- Train facility staff on operation and maintenance
- Provide updated as-builts, manuals, and maintenance schedules

7. Post-Integration Support

- Monitor performance and energy usage through BMS
- Implement ongoing maintenance plans
- Gather feedback to refine performance and user experience

Key Considerations:

- **Scalability:** Design systems for future upgrades or expansion
- **Cybersecurity:** Protect networked systems from threats
- **Cost-Benefit:** Evaluate long-term savings vs. upfront investment
- **Sustainability:** Prioritize efficient, environmentally friendly systems

Common Challenges:

- **Tech Incompatibility:** Use adapters or gateways
- **Operational Disruption:** Phase construction, use temporary systems
- **Lack of Documentation:** Conduct detailed site assessments



Effective risk management means anticipating challenges early, making informed decisions, and keeping the project on track. **Stephen Harris**, our Risk Management Lead, brings 17 years of experience and a proven track record on high-profile City and County of Denver projects, including the award-winning 16th Street Mall project with Brett. He's well-equipped to protect the schedule, budget, and long-term value for DEN.

MITIGATIONS OF RISKS & CONFLICTS BETWEEN NEW & EXISTING SYSTEMS

In Year One, our focus is on proactively identifying, quantifying, and mitigating risks, conflicts, and interdependencies between the new Concourse C West and existing DEN facilities. Our approach is structured around developing a clear reporting structure, early scope definition, early stakeholder engagement, and targeted technical analysis (scheduling, estimating, etc.) for preliminary approaches.

Risk Management Approach

- **Kickoff Risk Workshops:** Within the first three months, we will lead risk workshops with DEN stakeholders, project leadership, and technical leads. These sessions will address both project-related risks and operational risks—a key focus from DEN's ORAT team—covering challenges during both construction and activation. Using tools like a live risk register and risk matrix, we'll identify early risks tied to utilities, shutdowns, systems tie-ins, delivery method, and operational continuity.
- **Governance-Driven Risk Prioritization:** Our risk register will be reviewed regularly through established governance structures (example: executive and working committees), ensuring risks are not only tracked—but acted upon.
- **Programming Input as Risk Intelligence:** As we assess existing conditions and infrastructure requirements in programming, we'll flag conflicts between new and existing systems early. This alignment reduces rework later and guides smart phasing decisions.

What set's our team apart?

- **Delivery Focused Mindset:** We implement a variety of strategies to support a fast project start, including issuing RFQs for geotechnical investigations, surveying, SUE, LiDAR, utility relocations, and more.
- **DEN-Experienced Team:** Our team is made up of people who have experience delivering for DEN, including Concourse A-West and B-East, and understand the complexity of integrating projects with active airport infrastructure and balancing stakeholder needs.
- **Efficient Program Management:** Dynamic program management is our standard. As the program progresses, team members will be released from the PMT as their scope is completed to maintain efficient utilization of DEN's PMT budget.
- **A Rightsized Local Team:** Our team is local and will be able to quickly respond to any site visits or in-person meetings. Our team will only be as large as required by the scope with team members often wearing multiple hats as the program allows.
- **Internal Modeling Capabilities:** Our cost and schedule teams will simulate risk scenarios tied to phasing and shutdowns, helping us assess cost/time impacts before finalizing plans.

INTERFACE AGREEMENT DEVELOPMENT: DEFINING ROLES AND RESPONSIBILITIES

V-1 will lead the development of a formal Interface Agreement in collaboration with DEN Operations, Maintenance, Planning, Airline Affairs, Concessions and other operational teams. This document will define roles, responsibilities, communication protocols, and escalation paths for all integration activities. Drafted within the first 60 days, it will serve as a living framework to manage coordination between project delivery and ongoing airport operations throughout the life of the program.

INTEGRATION COMMUNICATION & REPORTING PLANS

Establishing a coordination/communication rhythm starts with creating a communication plan that provides natural and practical guardrails that promote a team culture of clarity, building trust, understanding and accountability.

Developing this communication plan will be a collaborative process and key activity in early integration workshops with DEN leadership and stakeholders.

Our communication plan will be supported by:

- **Early Engagement:** Month 1 partnering sessions with DEN departments will align communication and reporting expectations, and inform scope decisions early.
- **Real-Time Tools:** Power BI dashboards, stakeholder logs, and interface trackers provide timely updates on progress and issues.
- **Integration Governance:** Roles, timelines, and protocols will be defined in the Interface Agreement and reinforced in governance meetings.

Primary components of a practical communication plan are as follows:

1. Define Communication Objectives

- Transparency and accountability
- Understanding and support of stakeholder needs
- Facilitate proactive decision making—timely and accurate information flow
- Collect feedback and measure success—address concerns

2. Stakeholder Identification (Matrix)

- Internal
- External
- Set clear needs and expectations within the matrix

3. Define Communication Roles & Responsibilities

- PMT
- DEN communications team
- Stakeholder engagement lead
- Communication Ladder Plan that highlights issue escalation and alignment.

4. Establish Key/Core Messaging

- Internal – KPI's, timeline and milestones, Advanced Notice for impacts and outages
- External – program scope and benefits, impacts and outages

5. Support External Communication Needs

- External – Support DEN's Communication team with key project information for social media posts, press releases, newsletters needs, community meetings, public forums
- Always star/highlight key project milestones that may alert for external communication needs

6. Schedule of Communication Activities

- Regular updates and progress reports
- Stakeholder meetings and consultations
- Support public awareness campaigns
- Support press Releases and media briefings
- Feedback mechanisms – internal and external surveys

7. Risk Management

- Identify and track communication risks & mitigation strategies
- Outline contingency plans

8. Monitor, Evaluate, & Adapt

- Communication Performance Indicators
- Survey and evaluate communication effectiveness
- Mechanisms for continuous improvement

9. Commitment

- Address communication plan goals in Program/ Project Charter

Tiered Coordination Rhythm

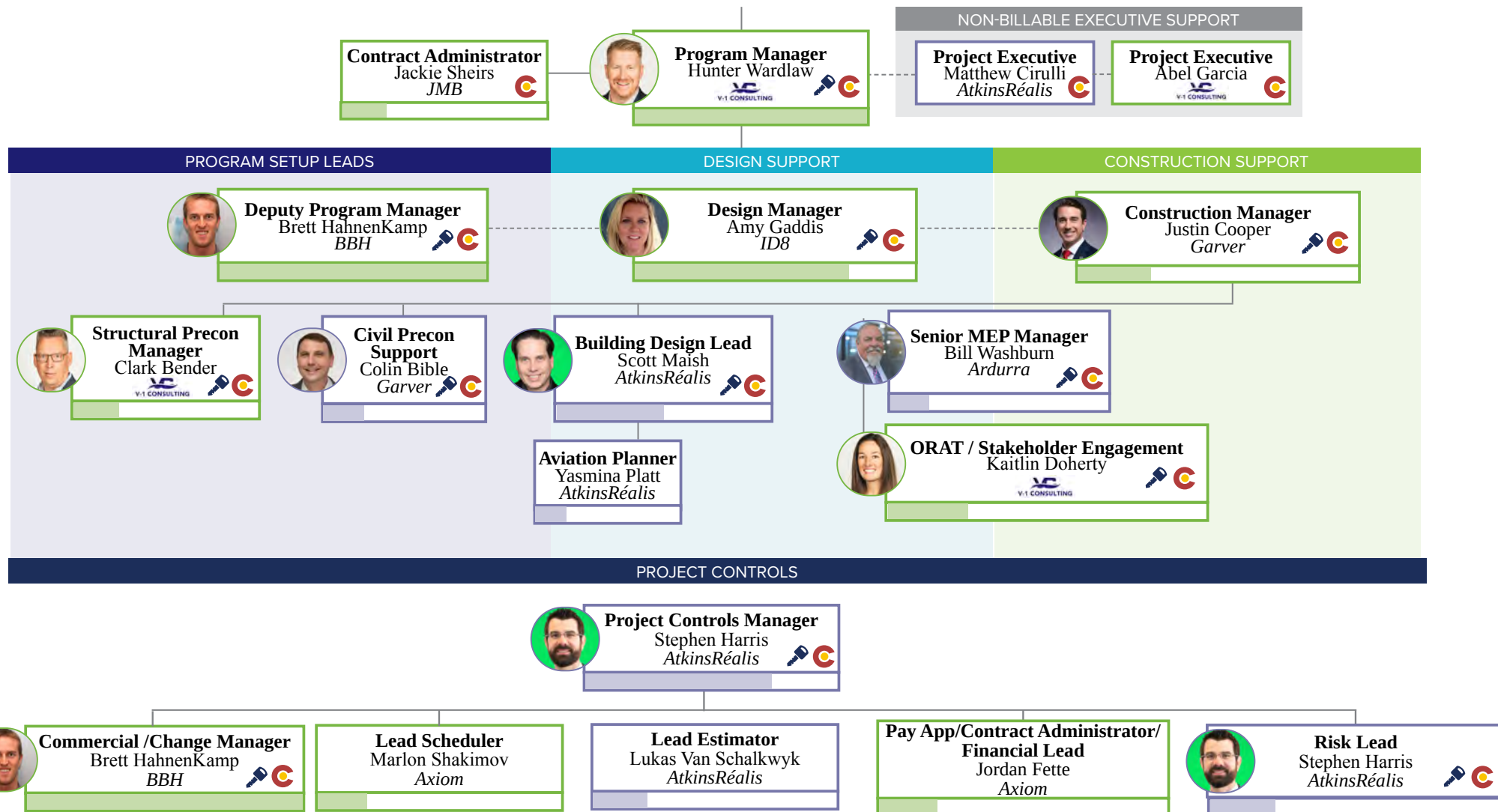
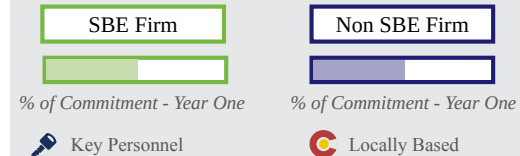
V-1 will establish a layered communication cadence tailored to each DEN stakeholder group. We will provide the right level of detail, at the right time, to the right group. This ensures consistent updates, timely decision-making, and proactive issue resolution.

Section 4 Year One Key Personnel and Organizational Chart

ORGANIZATIONAL CHART | YEAR ONE



Org Chart Key



Resumes and reference sheets for key personnel are included on the following pages.

Proposer references are provided at the end of this section.



HUNTER WARDLAW

Program Manager

Hunter Wardlaw is a seasoned director with over a decade of experience at Denver International Airport (DEN). He has overseen more than a dozen multi-million-dollar projects in both Project Manager and Construction Manager roles, including a \$220 million Concourse Expansion. His leadership on the Concourse B-East and Concourse A-West & B-West Expansion—where he served as construction manager and project manager—provides critical insight for this project. Hunter’s firsthand knowledge of DEN’s processes and his proven ability to deliver complex projects on time and within budget will be instrumental to this project’s success.

Career Tenure

10 Years in the Industry
3 Years with V-1

Education

B.S., Civil Engineering, Minor in Economics, Colorado School of Mines

Key Qualifications

- ✓ Has worked at DEN consistently for the past eight years
- ✓ DEN experience and understanding of protocols
- ✓ Experience with two concourse expansion projects
- ✓ Experience on large-scale projects
- ✓ Cross collaborations with ID8, Garver, AtkinsRéalis, and JWI

Role on Concourse C West

As program manager, Hunter serves as the key liaison for the PMT team on Concourse C-West, coordinating across stakeholders to ensure alignment with scope, schedule and budget. He will drive issue resolution, maintain project momentum, and represent DEN’s interests throughout all phases of delivery.

Relevant Experience

DEN Concourse B East Expansion \$220M

10 New Gates | Renovation of Existing Gates | 135,000 SF Building with Apron, Concourse and Mezzanine Levels | Jet Fuel Vaults | Fuel Pits | Passenger Loading Bridges | Life Safety Systems | Comm Rooms | Digital Wayfaring | Terrazzo and Bathrooms | Construction Manager

DEN Concourse A-West & B-West Expansion \$700M

530,00 SF Added to Concourse A | 91,000 SF Added to Concourse B | 16 New Gates | 128,000 SY of Aircraft-rated Pavement | Project Manager

DEN Gate Apron Rehab \$20M

Rehabilitation of Three Gate Aprons along Concourse A West (Gates A34-A38) | Responsible for Team and Stakeholder Coordination

DEN Gate Apron Rehab \$32M

Rehabilitation of Five Gate Aprons along Concourse A East (Gates A48-A56) | Responsible for Team and Stakeholder Coordination

HUNTER WARDLAW



References

Reference #1

Reference Name/Contact	DEN, Irene St. Martin, Irene.st.martin@flydenver.com, 970.405.3173
Project Name	DEN GARDI Program
Project Description	Launched in 2015, the GARDI Program addresses gate apron pavement issues by replacing failing concrete, regrading subgrade for proper drainage, and resolving long-standing causes of surface movement.
Role and Responsibilities	Hunter is the GARDI Program Manager overseeing the design, construction and programming for multiple GARDI projects.
Key Contributions to Success	Hunter has managed GARDI projects since 2015, first as a contractor PM and now with the DEN PMT since 2022. He supports future GARDI planning, scheduling, and helped establish stakeholder engagement standards.
Outcomes and performance metrics related to work	Each GARDI project follows consistent construction timelines, balancing contractor needs with quick gate turnover to airlines. This reliability has built stakeholder confidence in planning future phases.

Reference #2

Reference Name/Contact	United Airlines, Dan Mehl, daniel.mehl@united.com, 630.803.5077
Project Name	DEN Concourse Expansion – B East Expansion
Project Description	\$220M Concourse B East Expansion at DEN added 10 new gates and renovated 2 existing ones. The 135,000 SF facility includes apron, concourse, and mezzanine levels. Scope covered jet fuel systems, passenger loading bridges, life safety, comm rooms, digital signage, terrazzo, and restrooms. Oversaw GC, design team, commissioning, AHJ, and airline coordination.
Role and Responsibilities	DEN PMT Construction Manager
Key Contributions to Success	Led construction alongside design management, coordinating with DEN stakeholders, United Airlines, the CMAR, and A/E team to ensure successful field implementation.
Outcomes and performance metrics related to work	The project met safety, schedule, and budget goals, with all work coordinated closely with operations, planning, safety, and United Airlines to align with their needs.

Reference #3

Reference Name/Contact	DEN, Bryan St. Martin, Bryan.St.Martin@flydenver.com, 970.397.4086
Project Name	DEN Queensburg St. Rehab
Project Description	Asphalt Overlay of Queensburg St., North of the DEN Airfield. Including over 1000 asphalt patches.
Role and Responsibilities	Contractor PM
Key Contributions to Success	Maintained direct communication with the DEN PM (Bryan St. Martin), as well as DEN Safety and Operations, to ensure work was carefully coordinated in a high-traffic area accessing the North airfield. DEN was consistently informed of traffic shifts, scope adjustments, and stakeholder needs.
Outcomes and performance metrics related to work	Work was safely performed and met the construction schedule set. Scope adjustments assigned by DEN were met and stakeholders were informed of the ongoing work.



BRETT HAHNENKAMP, P.E, DBIA, LEED AP

Deputy Program Manager

Brett, Hunter’s *right-hand-man* on the Concourse C West project, brings 19 years of preconstruction and construction experience, having served in various roles from project manager to program manager. He has contributed to some of Denver’s most high-profile projects, including stepping into the PMT role mid-way through the 16th Street Mall project to improve coordination and streamline team processes. Brett has managed large-scale project budgets and is well-versed in supporting robust preconstruction efforts for complex initiatives. He also brings recent experience delivering professional services at DEN.

Career Tenure

19 Years in the Industry
1 Year with BBH Management Solutions

Education

B.S., Civil Engineering,
University of British Columbia

Credentials

Registered Professional Engineer
in Colorado

Design-Build Institute of America
(DBIA) Professional

LEED AP for New Construction

Key Qualifications

- ✓ DEN experience and understanding of protocols
- ✓ Large-scale project experience
- ✓ Extensive experience on high-profile City and County of Denver projects

Role on Concourse C West

As deputy program manager, Brett Hahnenkamp will lead the setup of tools, workflows, and governance structures to support a smooth start for Concourse C-West. He will guide the team through DEN’s 100-day Project Delivery Process, ensuring early alignment, clear decision-making, and selection of the best-fit delivery method. His leadership will help drive integration, accountability, and execution readiness from day one. Leveraging his strong experience in alternative delivery, Brett will lead the development of foundational tools, workflows, and governance protocols that support clear decision-making and team alignment from day one.

Relevant Experience

DEN Professional Services

Guiding DEN’s DEC Team through Establishing Updated Processes and Procedures for Alternative Delivery Projects | Several Design-build Procurements Currently Underway

16th Street Mall Project \$220M

Took over PMT Contract Mid-construction | Program Director | High-community Focus | Large Construction Team | Numerous Stakeholders | Established Reporting Processes | City and County of Denver

Colorado Convention Center Expansion \$250M

Program Manager | Large Construction Team | Design-Build Collaborative Process | High-profile Stakeholders | Led Working Groups for Communication, MWBE, Quality and Design Workshops with Project Team | City and County of Denver

BRETT HAHNENKAMP, P.E, DBIA, LEED AP*References*

Reference #1	
Reference	City and County of Denver - DOTI, Travis Bogan, Travis.Bogan@denvergov.org, 720.201.3415
Project Name	16th Street Mall Reconstruction Project
Project Description	\$200M Design-Build project involving reconstruction of 13 blocks of 16th street in downtown Denver.
Role and Responsibilities	Brett took over the project at the height of a dispute with the contractor and led the project through resolution, then corrected course to create a collaborative team that finished on time and within budget, while working with an under-performing contractor to hold them accountable, improve their management processes.
Key Contributions to Success	Brett was the project manager and lead of the Program Management Team (PMT) of 15 people, and took over the project as PM part-way through construction, replacing the previous PM and leading the team through completion and closeout (projected substantial completion is in August 2025).
Outcomes and performance metrics related to work	Delivering this project on time and within budget, despite significant challenges and high potential for conflict, is a testament to Brett and the project team's leadership and collaboration.
Reference #2	
Reference	City and County of Denver, Adam Phipps, Adam.Phipps@infrastructurestrategiesllc.com, 303.957.7519
Project Name	Colorado Convention Center Expansion Project
Project Description	\$250 million design-build project involving over 200,000 SF of new convention and meeting room space built on the roof of the existing Convention Center.
Role and Responsibilities	Brett led the Program Management Team (PMT) from project inception through construction including leading the procurement of the Design-Build Team and growing the PMT, defining the team's roles and responsibilities. He was responsible for delivering the project on schedule and within budget.
Key Contributions to Success	Brett tailored the PMT's roles and responsibilities and led the PMT through an award-winning project.
Outcomes and performance metrics related to work	The project finished on time and within budget and satisfied the desires of all key stakeholders.
Reference #3	
Reference	DEN, Brandon Gainey, Brandon.Gainey@flydenver.com, 303.342.5761
Project Name	DEC Alternative Delivery Support
Project Description	Guiding alternative delivery (Design-Build, Progressive Design Build, and CM/GC) procurements to improve the processes and contracting methods for the team.
Role and Responsibilities	Brett guides procurements of several alternative delivery projects, working with the PM team to work toward alternative delivery contracts that reduce overall risk to DEN, align with industry standards, and get good value for DEN expenditures.
Key Contributions to Success	Brett has guided several procurements through some key changes and decisions.
Outcomes and performance metrics related to work	DEC is getting better 'go-bys' and templates as this work continues to progress.



AMY GADDIS, AIA

Design Manager

Amy Gaddis is a strategic leader and innovative thinker with a passion for finding creative solutions to everyday challenges. She brings extensive experience guiding multidisciplinary teams—including owners, architects, engineers, stakeholders, and contractors—to deliver functional, adaptable spaces for both customers and the traveling public. Known for her agile and authentic leadership style, Amy effectively bridges the owner’s vision with the design team’s expertise to achieve meaningful results. Her work at DEN includes contributions to the concourse expansion projects and development of a design principles manual.

Career Tenure

25 Years in the Industry
5 Years with ID8

Education

Bachelor of Architecture, Ball State University

Bachelor of Environmental Design, Ball State University

Credentials

Registered Architect - Colorado, Texas, Illinois

Key Qualifications

- ✓ Concourse expansion experience
- ✓ Experience on DEN projects
- ✓ Experience in working with proposed team
- ✓ Exceptional relationships with airline partners

Role on Concourse C West

Amy will oversee all design activities for the Concourse C West project, ensuring the design aligns with DEN’s vision, operational requirements and project goals. She will coordinate between architects, engineers, DEN stakeholders, and the construction team to manage reviews, resolve design issues, and maintain progress. She will ensure compliance with DEN design standards, supports value engineering efforts, and will help navigate permitting and approvals—keeping the design process on track, coordinated, and aligned with the overall program schedule.

Relevant Experience

DEN CEP Concourse B East & C East 28-Gate Expansion \$1.5B

Directed the design team in collaboration with DEN Airport to deliver over 650,000 SF of terminal space, including 28 new aircraft gates and approximately 12,400 SY of aircraft parking apron. The program also involved right-sizing existing holdrooms. Constructability reviews and value engineering informed the use of multiple GMP packages, optimizing the CMAR delivery strategy.

DEN C West Give-Gate Expansion \$23M

Served as design lead during initial programming and concept development, partnering with Hensel Phelps for preconstruction services. Introduced DEN’s first blended holdrooms and addressed strict cost and schedule constraints by utilizing cast-in-place concrete piers and pre-cast columns, achieving \$9.4M in savings and a four-month schedule reduction.

DEN Design Principals Manual

Oversaw delivery of DEN’s design guidelines, managing client coordination, design vision, and team leadership.

AMY GADDIS, AIA**References****Reference #1**

Reference Name/Contact	DEN, Bill Poole, Bill.Poole@flydenver.com, 303.304.9678
Project Name	DEN Misc. Projects: Various concourse planning studies DEN Concourse Expansion Program, B East, C East DEN principals
Project Description	Throughout 13+ years providing services for DEN, projects included numerous airside and terminal planning studies, multiple concourse expansions, the Architectural Design Standards Manual, and tools that now guide DEN's long-term vision.
Role and Responsibilities	As Operations lead, Amy led the architecture and engineering team at Jacobs to provide strategic planning, consulting, and design services.
Key Contributions to Success	Amy has built trusted relationships across all levels at DEN through consistent delivery and culturally aligned, cost-conscious design. Her work has strengthened DEN's brand with solutions rooted in operational insight.
Outcomes and performance metrics related to work	These efforts consistently balance innovation, cost efficiency, and strategic alignment with DEN's evolving goals.

Reference #2

Reference Name/Contact	United Airlines, Mark Adams, mark.h.adams@united.com, 303.907.5487
Project Name	DEN Concourse Expansion Program, B East, C East
Project Description	DEN Concourse Expansion added 39 gates across all concourses, increasing airport capacity by 30% and enabling airline growth, including new international carriers..
Role and Responsibilities	Amy was Principal and Operations Manager for the B East and C East expansions, adding 23 gates and 32 holdrooms. She led planning, design, and quality control while maintaining scope, schedule, and budget.
Key Contributions to Success	Amy's strength lies in translating DEN's evolving needs into impactful project delivery, balancing traveler experience, innovation, and global competitiveness, all while inspiring excellence from those around her.
Outcomes and performance metrics related to work	The project featured early contractor involvement and scope changes that required the team to adapt quickly to keep the project on schedule.

Reference #3

Reference Name/Contact	United Airlines, Roxana Mora, roxana.mora@united.com, 281.793.6407
Project Name	Multiple United projects
Project Description	Including a 600,000 SF restack, 20,000 SF commercial interiors, airline and airport strategy and planning services
Role and Responsibilities	Program/Design Manager leading internal and external teams through feasibility, programming, design, estimating, workplace studies, fit-out, master planning, and execution.
Key Contributions to Success	Collaborated with officers to build consensus, delivered tailored communications to leadership, and partnered with operations to develop clear, creative, and sustainable solutions.
Outcomes and performance metrics related to work	Drove solutions that prioritized United's strategic vision while creating operational efficiencies.



JUSTIN COOPER, PE

Construction Manager

Justin Cooper's 15 years of experience has positioned him to lead aviation design and construction projects of all sizes. Justin started his career working with a heavy civil contractor, where he learned construction estimating and project management practices. Justin has worked at DEN as a contractor and an engineering project manager, and is familiar with the people and processes to successfully execute large projects with DEN stakeholders. Since 2016, Justin has been involved with projects worth more than \$200 million in construction value at DEN.

Career Tenure

15 Years in the Industry
3 Years with Garver

Education

B.S., Civil Engineering, Arizona State University, 2011

Credentials

Professional Engineer
CO, 0052154

Key Qualifications

- ✓ Experience on DEN projects
- ✓ Experience in working with proposed team
- ✓ Major gate reconfiguration experience

Role on Concourse C West

As construction manager, Justin will lead all construction oversight for the Concourse C West project on behalf DEN, ensuring work is executed safely, on schedule and within budget. He will coordinate closely with the selected contractor, design team, and DEN stakeholders to monitor progress, manage field issues, and uphold quality standards. He will also support phasing, logistics, and operational continuity, helping to minimize impacts to airport operations while ensuring DEN's interests are protected throughout construction.

Relevant Experience

DEN Taxiway EE

Project manager responsible for overseeing the construction of over 6,000 LF of new taxiway. This project also included relocation of FAA equipment, franchise electrical lines, complex phasing work inside TOFAs, and required approximately 800,000 CY of unclassified excavation and 60,000 SY of pavement and underlying base sections.

United Airlines – DEN Concourse B Regional Gate Reconfiguration

Project manager for design and construction administration of the DEN Concourse B South Regional Gates reconfiguration project. The project will modify the Concourse B South Finger by converting nine CRJ/E145-capable gates into seven larger gates to accommodate E175s. Scope includes civil, geotechnical, structural, and electrical engineering, along with survey, and utility relocations. Key elements involve trench drain relocation, gate restriping, new fixed walkways and passenger loading bridges, hydrant fuel pit and valve adjustments, and full pavement replacement and regrading.

JUSTIN COOPER, PE



References

Reference #1

Reference Name/Contact	DEN, Brent Nichols, PE , Brent.Nichols@flydenver.com, 303.877.2197
Project Name	DEN Taxiway EE
Project Description	The project added 5,000+ LF of new taxiway to maintain access to Runway 17L, including FAA equipment and utility relocations, complex phasing, and 800,000+ CY of excavation.
Role and Responsibilities	As Construction Manager, Justin oversaw construction and managed the design team during the construction phase. As DEN's project manager, Justin coordinated all airfield fieldwork and construction administration, acting as an extension of DEN staff and liaison with project stakeholders.
Key Contributions to Success	Justin's contractor experience at DEN built the relationships and field knowledge needed for this role. He quickly established clear communication and led coordination with the FAA, contractor, and DEN to relocate critical FAA equipment from the Taxiway EE footprint.
Outcomes and performance metrics related to work	Justin's attention to critical items was a key driver in the success of this project. The Taxiway EE project was delivered ahead of schedule and under budget.

Reference #2

Reference Name/Contact	United Airlines, Daniel Mehl, Daniel.Mehl@united.com, 630.803.5077
Project Name	United Airlines Concourse B Regional Gate Reconfiguration at DEN
Project Description	The Concourse B Gate Reconfiguration supports a larger fleet mix with upgrades to regional gates. Aligned with DEN's GARDI program, work included utility relocations, gate restriping, pavement, and new walkways and loading bridges.
Role and Responsibilities	Design Project Manager responsible for overseeing the design and construction administration for the project.
Key Contributions to Success	Justin's contractor and consultant experience at DEN built the relationships and field expertise needed for this role. He proactively engaged DEN, United, and CCD stakeholders to drive decisions on an accelerated design schedule.
Outcomes and performance metrics related to work	The project was completed under an accelerated six-month design schedule. Justin and his team met every design delivery date.

Reference #3

Reference Name/Contact	DEN, Irene St. Martin , Irene.St.Martin@flydenver.com, 970.405.3173
Project Name	DEN Bridge Rehabilitation
Project Description	This project corrected safety issues on 10 structures along Peña Boulevard, including bridge rail replacement and concrete repairs.
Role and Responsibilities	Project Manager responsible for overseeing all construction activities.
Key Contributions to Success	Day and night work on Peña Boulevard required strong coordination. Justin and DEN implemented daily Go/No Go calls with all stakeholders to review work plans, weather, and traffic, ensuring alignment before each night shift.
Outcomes and performance metrics related to work	Completed on time and under budget, the project minimized construction impacts on Peña Boulevard, enhancing safety and efficiency for travelers.



Career Tenure

30 Years in the Industry
4 Years with V-1

Education

B.S., Construction Management,
Colorado State University

Credentials

LEED Accredited Professional

OSHA 30-Hr Certification

The Cycle of Leadership,
University of Michigan

NIOSH 582 Trained

Key Qualifications

- ✓ DEN BHS experience
- ✓ Large-scale project experience

CLARK BENDER

Structural Preconstruction Manager

Clark is proposed as the Structural Preconstruction Manager, with a focus on minimizing operational impacts while maximizing efficiency, reliability, and innovation. With over 30 years of experience in the construction industry—and the last six dedicated to aviation—he has supported clients such as Alaska Airlines, the Port of Seattle, Denver International Airport (DEN), and United Airlines in both operational and strategic capacities. Clark’s background spans diverse market sectors, including heavy civil and marine, power, hospitality, education (K-12 and higher ed), office, retail, aerospace, and healthcare. His experience working with general contractors, owners, and owner’s representatives provides him with a well-rounded understanding of how to align stakeholders and drive complex, large-scale projects to successful completion.

Role on Concourse C West

Clark will focus on the planning and coordination of all structural elements during the programming and preconstruction phase of Concourse C West. He will work closely with the design team, estimators, and contractor(s) to review structural drawings, evaluate constructability, and identify potential risks or cost-saving opportunities. This role ensures structural systems are well-integrated into the overall design, align with project phasing and schedule, and support efficient, safe construction, laying a strong foundation for successful delivery in the field.

Relevant Experience

DEN Main Terminal Baggage Handling System (BHS) \$34M
Odd Sized (OS) Checked Baggage Inputs from Level 6 to Level 3 | Rectifying outstanding Denver Building Department Smoke Control Issues | Senior Project Manager

Seattle Airport Alaska Airlines Renovations \$470M
Renovations to Passenger Ticketing Check-in | Baggage Claim | BHS System | Senior Project Manager

United Flight Training Center Renovation (Denver) \$42.4M
Led United Airlines Support Team during the Renovation of the 500,000 SF Flight Training Center Campus | 80,000 SF Simulator Building | SBE Participation Met

CDOT Headquarters & Region 1 Office Building \$45M
LEED Gold Certified | Steel-framed Structure with Curtain Wall System | 2.4-Acre Urban Infill Site | 400-stall Parking Structure

CLARK BENDER**References**

Reference #1	
Reference Name/Contact	Alaska Airlines, Michael Francis, michael.francis@nmtrp.com , 415.933.7823
Project Name	North Main Terminal Redevelopment Project (NMTRP)
Project Description	Alaska Airlines operates from the north end of the Main Terminal at Seattle-Tacoma International Airport. This project includes renovations to the baggage claim area, ticketing check-in, and one of the airport's five TSA security checkpoints.
Role and Responsibilities	Clark reviewed and approved of all \$437M costs associated with the construction contractor. This includes monthly invoices and all additional scope of work costs to Subcontractors
Key Contributions to Success	Ensured contractor adherence to processes and timely review of nearly 2,000 budget and contingency requests.
Outcomes and performance metrics related to work	A well-organized, documented archive of the project's financial records.
Reference #2	
Reference Name/Contact	DEN, Bud Geng, Bud.Geng@coloradosprings.gov, 719.550.1950
Project Name	Level 5.5 Smoke Control and Odd-Sized Baggage
Project Description	Completed smoke control barrier (Levels 3–6) separating back-of-house from public areas, and installed odd-sized baggage lines on both sides
Role and Responsibilities	Served as Project Manager and liaison between the contractor and airport operations, including baggage systems and airlines. Oversaw schedule, cost milestones, and invoice approvals.
Key Contributions to Success	The project significantly impacted airline baggage operations, so disruptions were communicated early and frequently, with the team staying flexible to meet DEN and airline needs.
Outcomes and performance metrics related to work	The project finished on time, with a well-managed contingency. DEN leadership was kept informed with multiple options to support informed decision-making.
Reference #3	
Reference Name/Contact	United Airlines, Graham Smith, Graham@soupsmith.com, 410.610.5912
Project Name	Building G at the United Airlines Flight Training Center
Project Description	United Airlines hired a Design/Build team for the new 80,000 SF, eight simulator bay Building G. The building included classrooms, pilot briefing rooms, and a parts warehouse.
Role and Responsibilities	Served as Program Manager for United, coordinating between the design team, contractor, and end users. Led the on-site team, managed design and budget progression, facilitated OAC meetings, processed invoices, and kept leadership informed on schedule and cost milestones.
Key Contributions to Success	A strong team was created between the United Airlines end users, the Owner PM team, and Construction Contractor
Outcomes and performance metrics related to work	Delivered on the original budget and schedule milestones, allowing airplane simulators to be installed ahead of construction completion..



Career Tenure

15 Years in the Industry
3 Years with Garver

Education

B.S., Civil Engineering, Arizona
State University, 2011

Credentials

Professional Engineer
CO, 0052154

Key Qualifications

- ✓ Experience on DEN projects
- ✓ Cross-collaboration with other
proposed companies and team
members
- ✓ Designed more than 70
aviation projects

COLIN BIBLE

Civil Preconstruction Support

Colin Bible is a vice president and Garver aviation leader with 19 years of experience. Having spent his entire career working on airports and exclusively dedicated to airfield improvement projects, Colin has designed projects at more than 70 airports, including airfield pavement rehabilitations, new runways and taxiways, runway and taxiway extensions, apron construction, hangar taxiways and aprons, airfield drainage improvements, perimeter fencing, airport roads, and utility relocations. He has a comprehensive understanding of the FAA Advisory Circulars for airfield design.

Role on Concourse C West

Under the civil preconstruction support role, Colin will assist with planning, coordination, and technical review of all civil scopes during the preconstruction phase. This includes supporting site logistics, utility coordination, grading, drainage, and airfield interface work. He will collaborate with designers, estimators, and DEN stakeholders to ensure civil plans are complete, constructible, and aligned with phasing requirements. His efforts help identify risks early, streamline permitting, and ensure smooth transition into construction.

Relevant Experience

DEN Taxiway EE

Principal in charge responsible for overseeing the expedited design process and providing construction phase services including construction administration, materials testing, inspection, and close out services for over 6,000 linear feet of new taxiway. This project also included relocation of FAA equipment, franchise electrical lines, complex phasing, and required over 800,000 cubic yards of unclassified excavation.

Grand Junction Runway Replacement Program

Program manager responsible for the relocation of the primary commercial service Runway 11-29, supervising over \$200M in improvements over a 10-year time frame. The goal of this effort is to relocate the runway with minimal operational impacts to aircraft users while maximizing FAA grant funding opportunities.

El Paso International Airport Terminal Ramp Reconstruction

Project Manager responsible for leading the design and construction administration for the terminal ramp reconstruction. Gate envelope analysis was performed and utilized to optimize existing gate layout and minimize operational impacts to the airlines by tailoring a construction phasing plan with the more efficient layout.

COLIN BIBLE**References**

Reference #1	
Reference Name/Contact	Grand Junction Regional Airport, Angela Padalecki (CEO), apadalecki@gjairport.com, 970.248.8588
Project Name	Grand Junction Regional Airport – Runway 11-29 Replacement Program
Project Description	Garver led the \$200M new runway program at GJT to improve safety and replace a failing runway.
Role and Responsibilities	Program Manager
Key Contributions to Success	Supported stakeholder coordination, FAA coordination, and managed design teams.
Outcomes and performance metrics related to work	Helped organize the CIP with the airport and FAA which has resulted in over \$80M in discretionary AIP funding since Garver began that role.
Reference #2	
Reference Name/Contact	El Paso International Airport, Victoria Ruiz, Capital Improvements Program Administrator, RuizVM@elpasotexas.gov, 915.212.7316
Project Name	Five Node TW Reconfiguration (various projects totally over \$100M)
Project Description	Garver led the design of a taxiway reconfiguration to eliminate a hotspot and improve airfield circulation near the terminal apron.
Role and Responsibilities	Senior Project Manager for Design and CA
Key Contributions to Success	Worked with the airport, FAA, and Tower to develop alternatives to help determine the best outcome for the airport.
Outcomes and performance metrics related to work	This project was originally planned to be a multi-year project, but in spring of 2024, the FAA offered to fund it in one year. Colin and his team repackaged the project in less than four weeks to meet their aggressive deadline to receive the funding.
Reference #3	
Reference Name/Contact	DEN, Brent Nichols, PE, Brent.Nichols@flydenver.com, 303.877.2197
Project Name	DEN Taxiway EE
Project Description	The project added 5,000+ LF of new taxiway to maintain access to Runway 17L, including FAA equipment and utility relocations, complex phasing, and 800,000+ CY of excavation.
Role and Responsibilities	Principal in Charge
Key Contributions to Success	Led the coordination with FAA for power and communication cable relocation. Colin supported collaboration with airport staff and airlines to schedule rolling closures
Outcomes and performance metrics related to work	This project was the largest FAA-funded safety project in the nation. Garver led the PM/CM with the project finishing ahead of schedule and under budget.



Career Tenure

25+ Years in the Industry
4.5 Years with AtkinsRéalis

Education

MBA International Business
– Rollins College Crummer
Graduate School of Business

B.S., Civil Engineering – Purdue
University; 1996

Credentials

PMI Project Management

Professional (PMP) 1452350
PE Colorado 38599

Leadership in Energy and
Environmental Design (LEED)

Arctic Engineering &
Construction Certification –
University of Alaska Fairbanks/
University of Washington

Key Qualifications

- ✓ Experience in design management of large infrastructure projects
- ✓ Experienced with alternative project delivery
- ✓ Extensive aviation sector experience including airport landside and airside

F. SCOTT MAISH, MBA, PE, PMP, LEED AP
Building Design Manager

Scott Maish is experienced in complex program delivery with over 25 years domestic and international project delivery experience, with extensive background in the aviation sector, including airport landside and airside. Scott’s expertise includes program and project management, bids and proposals, capital budgeting, team leadership, risk management, contract management, construction management, front end planning, and financial strategies. He is experienced with alternative project delivery such as public-private-partnerships (P3), design-build, firm-fixed price, incremental lump sum (CMAR), and CM/GC incentive-fee project delivery methodologies.

Role on Concourse C West

Scott is responsible for the coordination and development of all building-related design components, including architecture, interiors, vertical circulation, and systems integration. For both new and existing space, he will ensure the design reflects DEN’s functional, aesthetic, and operational goals while enhancing passenger experience and long-term flexibility.

Relevant Experience

UA, Fit-Out of Concourse A and B, DEN **\$40M**
Architectural Project Director for the United Airlines Concourse Tenant improvement projects (TI)

UA, Baggage Handling System for Concourse A, DEN **\$63M**
Project Manager responsible for the design of the new Baggage Handling System (BHS) for Concourse A expansion project and interconnection with Concourse B

Delta/Alaska Concourse Renewal Program, DEN **~ \$20M**
Project Manager of the Alaska Airline relocation to the A-Concourse

UA, Gate of the Future, Concourse A&B, DEN **~ 6.5M**
Program Manager for updating holdroom interiors to rethink passenger experience relating to furniture, finishes, and technology

Great Hall Terminal Project, DEN **\$1.3B**
Roles included risk management, change management, and engineering design lead

F. SCOTT MAISH, MBA, PE, PMP, LEED AP**References**

Reference #1	
Reference Name/Contact	United Airlines, Russ Carr, russell.d.carr@united.com, 303.210.2175
Project Name	United Airlines, DEN Concourse A-West TI Project
Project Description	Fit out of the entire Concourse A (Opening Day and Permanent Operations). Scope included spaces for Aircraft Maintenance, Stores, Ramp, Vendors, Ground Support Equipment and Digital Technologies.
Role and Responsibilities	Design Project Manager responsible for all design drawings developed for the project.
Key Contributions to Success	Effective as-built of existing conditions of the Concourse that greatly impacted the project. Efforts took extensive coordination with DEN.
Outcomes and performance metrics related to work	Completed drawings according to agreed upon schedule.
Reference #2	
Reference Name/Contact	United Airlines, Zach Kelloms, zach.kelloms@united.com, 501.860.8814
Project Name	United Airlines Baggage System
Project Description	United baggage system installation in Course A and Concourse A connection to Concourse B
Role and Responsibilities	Architectural PM/ Design Manager: Responsible for all design drawings developed for the project.
Key Contributions to Success	Effective as-built of existing conditions of the Concourse that greatly impacted the project. Efforts took extensive coordination with DEN.
Outcomes and performance metrics related to work	Created drawings that minimized conflicts with existing systems.
Reference #3	
Reference Name/Contact	WSP, Jacob Hilton, jacob.hilton@wsp.com, 806.206.3157
Project Name	Concourse Renewal Program – Delta/Alaska
Project Description	Project involved the relocation of airline gates and holdrooms and operations from Concourse C to Concourse A.
Role and Responsibilities	Architectural PM/ Design Manager: Responsible for all design drawings developed for the project
Key Contributions to Success	Coordination with airlines and stakeholders on project requirements and timing of the construction work.
Outcomes and performance metrics related to work	Completed designs in time for airline relocations



Career Tenure

35 Years in the Industry
1 Year with Ardurra

Education

Mechanical Engineering
Technology, Wake Technical
Community College

Credentials

ACCA/ Ferris State Universal
CFC Certification

U.S. Army Corps of Engineers
Construction Quality
Management for Contractors

First Aid/CPR, NFPA 70E &
OSHA 10, 30 & 510 Training

NC Board of Examiners of
Plumbing, Heating & Fire
Sprinkler Contractors H1, 2 & 3
License

Virginia Board of Contractors
Master HVAC & Plumbing
Tradesman License

ICC Code Safety Professional
– Commercial Mechanical and
Plumbing

Key Qualifications

- ✓ Large-scale project experience
- ✓ Jet fuel system SME with key
DEN experience

WILLIAM “BILL” WASHBURN

Sr. MEP Manager | Jet Fuel SME

With more than 35 years of experience in project and construction management, Bill has successfully led complex projects ranging from \$1.5 million to \$1.8 billion across a wide range of sectors, including aviation, healthcare, hospitality, mission critical, and pharmaceutical. He brings deep expertise in execution planning, cost control, scheduling, contract administration, and field oversight. Known for his ability to quickly assess challenges and deliver effective solutions, Bill is highly skilled in constructability reviews, BIM coordination, disruption analysis, workforce planning, procurement, and system commissioning.

Role on Concourse C West

With extensive experience in aviation and large-scale infrastructure projects, Bill will oversee the planning, coordination, and integration of all mechanical, electrical, plumbing, and fueling systems for Concourse C West. This role ensures systems are designed for long-term performance, energy efficiency, and maintainability while aligning with DEN standards and operational needs. Leveraging deep expertise in jet fuel infrastructure, he will provide technical oversight, interface with specialty consultants and stakeholders, and support constructability reviews, phasing strategies, and commissioning plans to ensure seamless delivery of complex MEP and fueling systems.

Relevant Experience

United Airlines Concourse B East Aviation Fuel System

Fuel System SME Support | Directed Fuel SME Expertise to assist with Design, Construction and Operation of the Concourse B Regional Gate Reconfiguration Aviation Fuel Project | Emergency Fuel Shut Off (EFSO) Stations | Oversight of Project Development of DEN Aviation Fuel Methodologies | Ensuring No Impact to a System Providing up to 1.9 Million Gallons of Aviation Fuel per Day

Denver International Airport Concourse Expansion

Senior Project Manager | Managed the Designer & Contractor for MEP, Fire Protection & Airport Systems | Jet Fuel & Deicing System SME | Oversaw Design, Construction & Operation of two Temp Fuel Facilities | Five Aviation Fuel Projects | Two Deicing System Projects | Ensured Fuel Methodologies and Compliance | Improved Processes and Systems for Team

WILLIAM “BILL” WASHBURN**References**

Reference #1	
Reference Name/Contact	United Airlines, Mark Adams, mark.h.adams@united.com, 303.342.2762
Project Name	DEN Concourse Expansion Program
Project Description	DEN added 39 new gates across all three concourses, boosting airport capacity by 30% and enabling airline growth, including international service.
Role and Responsibilities	Senior MEP Project Manager, Fuel/DeIce SME
Key Contributions to Success	Supported the PMT in delivering MEP, fire protection, fuel, deice, civil utilities, and airport systems on time and under budget.
Outcomes and performance metrics related to work	Successfully supported gate expansion by providing MEP, fire protection, and airport systems expertise, and led commissioning and ORAT of fuel and deicing facilities to ensure operational readiness.
Reference #2	
Reference Name/Contact	Parsons, Vin del Nero, vin.delnero@parsons.com, 919.279.2054
Project Name	RDU Terminal 2
Project Description	Serving the largest research park in North America, Terminal 2 contains 60 self-service check-in kiosks, 10 security checkpoint lanes, and 36 boarding gates.
Role and Responsibilities	MEP Project Manager
Key Contributions to Success	Key contributions included reviewing contract documents, developing scopes of work, overseeing MEP/Jet A/CUP design, preparing RFPs, and supporting contractor oversight.
Outcomes and performance metrics related to work	Collaborated with stakeholders, designers, and contractors to create protocols that ensured uninterrupted system operations during construction.
Reference #3	
Reference Name/Contact	NW Florida Beaches Airport, Parker McClellan, pmcclellan@pcairport.com, 850.814.8889
Project Name	NW Florida Beaches Airport Terminal Expansion
Project Description	The North Terminal Expansion connects to the existing terminal with two new levels: the first adds baggage claim, restrooms, baggage offices, and vertical circulation from the relocated TSA checkpoint; the second features a concourse with three gates, a hold room, and the upper circulation core.
Role and Responsibilities	Aviation Technical Director
Key Contributions to Success	Contributed to success by overseeing design and constructability, evaluating costs and schedule impacts, coordinating with stakeholders, and analyzing change orders.
Outcomes and performance metrics related to work	Participated in progress and quality site walks along with contractor and design team. Review the general contractor's QA/QC submissions, monitor the tracking system for NCRs and provide responses. Perform site inspections. Review RFI's and Submittals for timing, completeness, and accuracy.



Career Tenure

12 Years in the Industry
3 Years with V-1

Education

B.S., Management of Information Systems (MIS) + Business Analytics Emphasis in Project Management, Colorado State University

Golden Key International Honors Society

Credentials

OSHA-30 Hr

Key Qualifications

- ✓ Worked at DEN for over seven consecutive years
- ✓ Thorough understanding of airline coordination
- ✓ Cross collaboration with several team members

KAITLIN DOHERTY

ORAT / Stakeholder Engagement

Kaitlin Doherty is a seasoned Program Manager with specialized expertise in Operational Readiness, Activation, and Training (ORAT). By integrating operational requirements, risk assessments, communications, process documentation, and activation planning from project inception, she effectively mitigates and reduces operational risks. With 12 years of aviation industry experience, Kaitlin has held both strategic and operational roles across multiple airlines. She has spent the majority of her career at Denver International Airport, giving her deep insight into the operational challenges and constraints faced by major airlines and airports—particularly during periods of growth.

Role on Concourse C West

As the ORAT and stakeholder engagement lead, Kaitlin will play a critical role ensuring operational readiness and a smooth transition from construction to active use. She will facilitate early and ongoing coordination between DEN departments, airlines, tenants, and other key users to align project delivery with operational needs. Kaitlin will develop activation plans, support training, and manage stakeholder input to minimize disruptions and ensure all parties are prepared for day-one operations. Her collaborative approach helps build trust, drive engagement, and will ensure the project is fully integrated into DEN’s complex operating environment.

Relevant Experience

DEN A-West United Club

Concourse Tenant Improvement | Coordination with Affected Stakeholders | DEN Coordination and Protocols

DEN B-East United Club

Concourse Tenant Improvement | Coordination with Affected Stakeholders | DEN Coordination and Protocols

B-West United Club

Concourse Tenant Improvement | Coordination with Affected Stakeholders | DEN Coordination and Protocols

Senior Manager for United Airlines at DEN

Senior Manager Projects and Execution for the Airport Operations Division of United Airlines at DEN

Project Experience: Aircraft Runway Parking (COVID Pull Down), Remote RON Aircraft Parking, UAL B-West Employee Support Space , UAL A-West Space Optimization, UAL Deicing Facility Tear Down and Rebuild

KAITLIN DOHERTY**References**

Reference #1	
Reference Name/Contact	Steve Jaquith, steve.jaquith5280@gmail.com, 832.978.7541
Project Name	Mainline Ramp Service Insource & Movement
Project Description	As Senior Manager of Projects and Execution, she led the successful transition of ground handling from United Express to United Mainline Ramp Service. Managed cross-functional coordination, developed operational playbooks, oversaw training, tech integration, and equipment procurement to ensure a smooth launch.
Role and Responsibilities	Senior Manager Projects and Execution
Key Contributions to Success	Served as a key point of contact for operational teams and senior leadership, helping to resolve concerns by leveraging strong technical and strategic knowledge.
Outcomes and performance metrics related to work	The project was delivered on schedule, giving United greater control and efficiency over ramp operations at DEN. She monitored operational metrics, and despite a temporary dip in baggage performance, the in-sourcing ultimately led to improved results.
Reference #2	
Reference Name/Contact	United, Henry Bird, henry.bird@united.com, 303.653.3769
Project Name	United Airlines - DEN A-East Ground Load Transition
Project Description	Led United's transition into the A-East Ground Load Facility to support expanded United Express operations by repurposing space originally designed for Frontier. Directed facility modifications—ramp striping, hold room reconfigurations, signage, and ground load ramp installation—in coordination with the airport and United Corporate Real Estate. Developed and executed a phased relocation plan from B to A Concourse.
Role and Responsibilities	Manager Strategy and Planning
Key Contributions to Success	Maintained close coordination with stakeholders from design through delivery, using operational insight to address impacts, drive process changes, and support a smooth, well-documented transition aligned with leadership goals.
Outcomes and performance metrics related to work	Operational risks were addressed early, avoiding costly day-two changes. Ongoing ORAT coordination during construction allowed the team to deliver a fully functional space ahead of schedule by identifying efficiencies and supporting GC/CRE efforts.

Kaitlin's third reference also appears as a *Proposer Project Reference* for the DEN United Clubs project on page 36.



STEPHEN HARRIS, PE, ENV SP

Controls Lead

Controls Lead experienced in leading large programs and award-winning projects through the planning, engineering, procurement, and construction phases. Stephen brings a broad background in many project types, locations, and phases. His responsibilities have included the full suite of program management activities, project management, quality oversight, cost and schedule control, change management, risk management, design oversight, cross-functional team coordination, and design.

Career Tenure

17 Years in the Industry
17 Years with AtkinsRéalis

Education

B.S., Civil Engineering, Kansas State University

Credentials

PE Colorado 47656, 2013
Envision Sustainability Professional (ENV SP) #23606

Key Qualifications

- ✓ Strong understanding of program and large project management, including overall governance, controls and reporting
- ✓ Experienced with alternative delivery projects
- ✓ Experience working with BBH Management Solutions, LLC (16th Street Mall, Elevate Denver, City Park Golf Course)
- ✓ Experience in quality control of large infrastructure projects
- ✓ Strong communication skills

Role on Concourse C West

Stephen will lead project controls for the Concourse C West project, managing systems that monitor performance across budget, schedule, and scope. He will develop reporting dashboards, support forecasting efforts, and enable data-driven decision-making. His role is key to maintaining transparency, accuracy, and accountability throughout the project.

Relevant Experience

16th Street Mall (DB), City & County of Denver (CCD) \$175M

Deputy Project Manager entrusted to lead the project for CCD through procurement, design, and construction, including procedures for project governance and controls | Collaboration with BBH Management Solutions (Brett Hahnenkamp)

Elevate Denver Bond Program, CCD \$937M

Deputy Program Manager integrated with CCD. Developed programmatic governance regimes and planned/evaluated program activities including cost control, schedule control, and risk management | Collaboration with BBH (Brett Hahnenkamp)

City Park Golf Course (DB), CCD \$40M

Design Oversight Manager and Procurement Lead, including risk management, delivery strategy, inter-disciplinary coordination, and issue resolution | Collaboration with BBH (Brett Hahnenkamp)

Colfax BRT (CM/GC), CCD \$281M

Risk Manager involved early in the project to establish the risk regime, define, analyze, communicate, and mitigate key risks

Central 70 (P3), CDOT Region 1 \$1.3B

Project Engineer responsible for preliminary design and procuring this complex and high-risk project, the largest infrastructure project in CDOT's history

STEPHEN HARRIS, PE, ENV SP*References*

Reference #1	
Reference Name/Contact	City and County of Denver - DOTI, - Travis Bogan, Travis.Bogan@denvergov.org, 720.201.3415
Project Name	16th Street Mall PMT
Project Description	The 16th Street Mall Improvement Project revitalizes this iconic Denver landmark with safer, more welcoming spaces and upgraded infrastructure. Work includes complex design elements like granite paving, drainage, dense utilities, and integrated transit systems.
Role and Responsibilities	Dep. Program Manager
Key Contributions to Success	Led the project for CCD, overseeing design-build procurement, design, and construction. Managed governance, cost/schedule control, financials, change and risk management, and stakeholder reporting.
Outcomes and performance metrics related to work	Led design oversight and coordination across disciplines, client, contractor, and stakeholders. Developed technical criteria and evaluated proposals, providing award recommendations.
Reference #2	
Reference Name/Contact	City and County of Denver - DOTI, Brian McLaren, brian.mclaren@denvergov.org, 303.862.0265
Project Name	Colfax Bus Rapid Transit (BRT) PMT
Project Description	Denver advanced a center-running BRT from Broadway to Yosemite with dedicated lanes, upgraded stations, enhanced bike/pedestrian access, and placemaking features.
Role and Responsibilities	Risk Manager
Key Contributions to Success	For the Colfax BRT CM/GC delivery, Stephen led risk management, including workshops, a risk plan and register, Monte Carlo schedule analysis, and contingency budgeting.
Outcomes and performance metrics related to work	Used risk analysis to secure federal funding and combined value engineering with risk reallocation to cut construction costs by ~\$30M.
Reference #3	
Reference Name/Contact	City and County of Denver - DOTI, Adam Phipps (Former Exec Dir), adam.phipps@infrastructurestrategiesllc.com, 303.957.7519
Project Name	Elevate Denver (bond program)
Project Description	Elevate Denver is a voter-approved 10-year, \$937M CIP to improve city infrastructure, including roads, sidewalks, parks, libraries, cultural and safety facilities, and other public buildings.
Role and Responsibilities	Dep. Program Manager
Key Contributions to Success	Developed program governance and work plans, managed client interface for controls deliverables, and created integrated processes aligned with client systems.
Outcomes and performance metrics related to work	Led change management with the controls team to streamline processes by aligning risk registers, schedules, and cash flow projections.

PROPOSER’S PROJECT REFERENCES

Below, we’ve included reference information for three of the projects submitted in Stage 1. We highly encourage you to reach out to references listed to get a better idea of what it’s like to work with our company and key personnel listed.



DEN IPMSS GARDI (Gate Apron Rehabilitation & Drainage Improvements)

Reference #1

Reference:	DEN, Irene St. Martin, Irene.st.martin@flydenver.com, 870.405.3173		
Description:	The goal of the GARDI program at DEN is to reconstruct the heaving and deteriorated pavement section around the concourses and rehabilitate existing gate apron utilities. Each phase of the project lifecycle is closely coordinated with DEN stakeholders to minimize operational impacts at DEN and to complete design, procurement, and construction as quickly as possible. Relevant Features: • V-1 & AtkinsRéalis Collaboration • Stakeholder Collaboration • Gate apron pavement and utilities • Airfield jet fuel experience		
Delivery Method:	Design-Bid-Build	Contract Value & Scope of Work:	\$14.5M On-Call Contract Program and Project Management for multiple GARDI projects at DEN
Period of performance:	01/2023 - Ongoing	Key personnel roles and responsibilities:	Hunter Wardlaw, GARDI Program Manager - Managed the GARDI Program schedule and stakeholder engagement. Hunter has also been a contractor Project Manager on GARDI projects and DEN Project Manager on GARDI Projects. Jay Filkins, AtkinsRéalis, with is the DEN Construction Manager for the GARDI Program. He is vital for coordinating field items with the contractor, stakeholders and operations.
Key Personnel’s Ability to Meet Demands	Hunter has taken lessons learned from over a decade on the GARDI Program on helping project teams consistently improve schedules, work plans and stakeholder engagements. Jay has resolved field issues quickly and kept the project moving. Stakeholder site walks are key to Jay keeping the contractor’s schedule on track		



Reference:	DEN, Brent Nichols, PE, Brent.Nichols@flydenver.com, 303.877.2197		
Description:	The project consisted of constructing over 5,000 LF of new taxiway connecting the parallel north/south taxiways, Taxiway L and Taxiway M, to the east west taxiway, Taxiway ED. The FAA’s largest safety project in the nation, this project alleviated an existing FAA hot spot on DEN’s east airfield by creating a direct route for aircraft to get to Runway 17L-35R. Garver served as an extension of DEN’s staff to deliver the Taxiway EE project. Relevant Features: • Cross collaboration between V-1 and Garver on simultaneous projects • Two pavement excellence awards • Under budget & early delivery		
Delivery Method:	Design-Bid-Build	Contract Value & Scope of Work:	\$50.9M Garver provided quality control during expedited design and full construction-phase services including administration, testing, inspection, and closeout
Period of performance:	July 2021 – September 2023	Key personnel roles and responsibilities:	Colin Bible Principal in Charge - Oversaw the expedited design process and led coordination with the FAA to establish third-party agreements for relocating critical infrastructure outside the taxiway alignment. Justin Cooper Construction Manager - Managed construction and design coordination during the build phase. As DEN’s project manager, he oversaw fieldwork and construction administration, ensuring alignment with all project stakeholders.
Key Personnel’s Ability to Meet Demands:	Implemented stringent project controls and established a proactive communication plan with the project’s diverse group of stakeholders to deliver this project one month ahead of schedule and \$7M under budget.		



DEN United Clubs

Reference #3



Reference:	United Airlines, Mark Adams, Mark.H.Adams@united.com, 303.907.5487		
Description:	From 2019 to 2024, V-1 Consulting led multiple United Club projects at DEN, demonstrating expertise in managing complex scopes within active Concourse Expansion Programs. Two key projects—the B-East Club Fly and the A-West expansions. V-1 coordinated closely with the CEP teams to align construction sequencing, permitting, and access, ensuring smooth integration with ongoing concourse work. The A-West Club, a two-story, 36,000-square-foot facility, presented significant challenges, including structural steel coordination after base building installation and cross-program inspection efforts—all successfully navigated by V-1 and our partners to meet United’s operational deadlines and DEN’s opening day goals. Relevant Features: • DEN DRC Process • Concourse expansion coordination • Incorporated DEN Concessions Coordination, DEN Wayfinding and DEN Security coordination		
Delivery Method:	CMAR	Contract Value & Scope of Work:	\$160M Professional Services Agreement to manage multiple Club projects within the Overall DEN Clubs Program
Period of performance:	2019 - 2024	Key personnel roles and responsibilities:	Kaitlin Doherty Program Management - Responsible for overseeing two project managers completing projects within the overall program as well as managing the financials of the program, reporting to senior leadership on progress, engaging stakeholders on progress, coordinating with GC and Airport entities for potential conflicts as well as activation of the spaces.
Key Personnel’s Ability to Meet Demands	Kaitlin’s leadership on the project ensured seamless integration of tenant spaces into the broader expansion program, meeting both DEN and United’s high standards. These projects strengthened V-1’s position as a reliable and strategic program manager, capable of delivering complex, concurrent scopes in a high-pressure airport environment.		