

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 **MCORPCX, LLC**, a Delaware limited liability company authorized to do business in the State of Colorado (“**Contractor**”) (collectively the “**Parties**”).

WITNESSETH:

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

WHEREAS, the City desires to obtain professional consulting services to create a comprehensive customer experience strategy, focusing on enhancing the customer journey and overall experience; 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 Customer Experience Consulting 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 Global Communications & Marketing 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**”), in accordance with the schedules and budgets set by the City. Without requiring amendment to this Agreement, the City may, through an authorization or similar form

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

B. Standard of Performance. 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.

C. 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.

D. 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.

E. Personnel Assignments.

i. Contractor or its subcontractor(s) shall assign all key personnel identified in this Agreement 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, 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 a 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 3 years from the Effective Date, unless terminated in accordance with the terms stated herein (the “**Expiration Date**”).

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 contained in this Agreement 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 \$1,200,000.00 ("**Maximum Contract Amount**"). Contractor shall perform the services and be paid for those services as provided for in this Agreement 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. Basis for Contractor's Fee. Contractor's fee is based on the time required by its professionals to complete the services under this Agreement, as set forth in ***Exhibit B*** ("**Rates**").

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. 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. On the Effective Date, the City will pay an \$81,000 retainer to Contractor in order for Contractor to begin performance, as set forth in ***Exhibit B***. Following that initial retainer, all invoices shall be paid in arrears and in no event shall the City pay for any services or deliverables in advance.

F. Invoices. On or before the fifteenth (15th) day of each month as set forth in ***Exhibit B***, 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. [INTENTIONALLY DELETED]
- iii. Include the relevant purchase order ("**PO**") number related to the Invoice, if any;
- iv. Ensure that amounts shown on the Invoices comply with and clearly reference the relevant services, 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.

G. 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.

H. [INTENTIONALLY DELETED]

I. 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, 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.

J. 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. MWBE, WAGES AND PROMPT PAYMENT:

A. Minority and Women-Owned Business Enterprise Requirements

i. This Agreement is subject to Article V of Chapter 28, designated as D.R.M.C. §§ 28-117 to 28-199 (the "**Goods and Services Ordinance**"); and any Rules and Regulations promulgated pursuant thereto. The Contractor's Goal Commitment to Minority and Women-Owned Business Enterprise ("**MWBE**") participation for this Agreement is **15%** as stipulated in the Division of Small Business Opportunity's ("**DSBO**") Commitment to MWBE Participation Form submitted by the Contractor.

ii. Under § 28-132, D.R.M.C., the Contractor has an ongoing, affirmative obligation to maintain for the duration of this Agreement, at a minimum, compliance with the MWBE participation upon which this Agreement was awarded, unless there is a change in the work by the City under § 28-133, D.R.M.C. The Contractor acknowledges that:

- a. If directed by DSBO, the Contractor is required to develop and comply with an approved Utilization Plan and the requirements therein, in accordance with § 28-129(c), D.R.M.C. 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 MWBE requirement. The Utilization Plan is subject to modification by DSBO.
- b. If contract modifications are issued under the Agreement, whether by amendment or otherwise, the 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 such contract, upon any

of the bases under § 28-133, D.R.M.C., regardless of whether such increase or decrease in scope of work has been reduced to writing at the time of notification of the change to the City.

- c. If there are changes in the work that include an increase in scope of work under this Agreement, whether by amendment or otherwise, which increases the dollar value of the contract, whether or not such change is within the scope of work designated for performance by an MWBE at the time of contract award, such change or modification shall be immediately submitted to DSBO for notification purposes.
- d. Those amendments or other modifications that involve a changed scope of work that cannot be performed by existing subcontractors shall be subject to the original requirement on the contract. The Contractor shall satisfy such requirement with respect to the changed scope of work by soliciting new MWBEs in accordance with § 28-133, D.R.M.C. The Contractor must also satisfy the requirements under §§ 28-128 and 28-136, D.R.M.C., with regard to changes in MWBE scope or participation. The Contractor shall supply to DSBO all required documentation under §§ 28-128, 28-133, and 28-136, D.R.M.C., with respect to the modified dollar value or work under the contract.
- e. If applicable, for contracts of one million dollars (\$1,000,000.00) and over, the Contractor is required to comply with § 28-135, D.R.M.C., regarding prompt payment to MWBEs. Payment to MWBE subcontractors shall be made by no later than thirty-five (35) days after receipt of the MWBE subcontractor's invoice.
- f. Termination or substitution of an MWBE subcontractor requires compliance with § 28-136, D.R.M.C.
- g. The Contractor shall comply with all requirements of the MWBE Ordinance, DSBO Rules and Regulations, and requirements outlined in the DSBO Handbook, incorporated herein by reference, as documented by the Contractor's executed DSBO Program Requirements Handbook Signature Statement, attached hereto and incorporated herein as Exhibit C.
- h. Failure to comply with these provisions may subject the Contractor to sanctions set forth in § 28-139 of the Goods and Services Ordinance.

- i. Should any questions arise regarding DSBO requirements, the Contractor should consult the Goods and Services Ordinance or may contact the designated DSBO representative at (720) 913-1999.

B. Prompt Pay of MWBE Subcontractors. For agreements of one million dollars (\$1,000,000.00) and over to which D.R.M.C. § 28-135 applies, Contractor is required to comply with the Prompt Payment provisions under D.R.M.C. § 28-135, with regard to payments by Contractor to MWBE subcontractors. If D.R.M.C. § 28-135 applies, Contractor shall make payment by no later than thirty-five (35) days from receipt by Contractor of the subcontractor's invoice.

C. 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: June 20, 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.

D. 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.

E. 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, reproducible copies, and other deliverables 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 D* ("Insurance Requirements") during the entire Term of this Agreement, including any extensions of the Agreement or other extended period stipulations stated in *Exhibit D*. 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 the 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 (42 USC § 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 provision 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:

McorpCX, LLC
Attn: Lynn Davison
201 Spear Street, Suite 1100
San Francisco, CA 94105

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 any 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 for work-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 consultants 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 his or her representative, has the right to access and the right to examine, copy and retain copies, at City's election in paper or electronic form, any pertinent books, documents, papers and records related to 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 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 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 Code of Federal Regulations, 49 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 Sections 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: DSBO Signature Statement
- Exhibit D: Insurance Requirements

B. Order of Precedence. In the event of an irreconcilable conflict between a provision of Sections 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 Section 16 hereof
Exhibit A
Exhibit B
Exhibit C
Exhibit D

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: PLANE-202579917-00
Contractor Name: MCORPCX, 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: **REGISTERED AND COUNTERSIGNED:**
Attorney for the City and County of Denver
By: _____ By: _____

By: _____

Contract Control Number: PLANE-202579917-00
Contractor Name: MCORPCX, LLC

By:  CA3027F454FF470...

Lynn Davison
Name: _____
(please print)
COO
Title: _____
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)

Appendix No. 1

Standard Federal Provisions

GENERAL CIVIL RIGHTS PROVISIONS

In all its activities within the scope of its airport program, the Contractor agrees to comply with pertinent statutes, Executive Orders, and such rules as identified in Title VI List of Pertinent Nondiscrimination Acts and Authorities to ensure that no person shall, on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability be excluded from participating in any activity conducted with or benefiting from Federal assistance.

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 Consultant, for itself, its assignees, and successors in interest (hereinafter referred to as the “Contractor”), agrees as follows:

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.

Nondiscrimination: The Contractor, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability 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.

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.

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.

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

1. Withholding payments to the Contractor under the contract until the Contractor complies; and/or
2. Cancelling, terminating, or suspending a contract, in whole or in part.

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 Consultant, 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 (Nondiscrimination on the Basis of Disability in Programs or Activities Receiving Federal Financial Assistance);
- 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 § 47123), as amended (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987 (PL 100-259) (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 (42 USC § 12101, et seq)(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) 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 (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. 74087 (2005)];
- 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)

Consultant is responsible for complying with the Federal Fair Labor Standards Act and for monitoring compliance by its subcontractors. Consultant 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. Consultant must provide a work environment that is free from recognized hazards that may cause death or serious physical harm to the employee. Consultant 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). Consultant 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**

The Contractor shall create a comprehensive customer experience strategy, focusing on enhancing the customer journey and overall experience at DEN. This includes, among other tasks, performing a detailed analysis of the current state, conducting stakeholder interviews, competitive landscape assessment, segmentation development, and developing strategic imperatives. The Contractor shall assist the City in implementing a unified customer experience strategy that aligns all DEN employees under a single vision with deliverables that include journey map, updated customer segmentation & profiles, strategic imperatives, and an all-employee visioning campaign to focus on a single customer service philosophy. The scope of work shall be performed as set forth below, in accordance with the phasing schedule set forth in Exhibit B, attached to this Agreement.

Year 1: Strategy and Activation Planning

Year 1, Phase 1: Current State Analysis, compiling the current state understanding.

Year 1, Phase 2: Traveler Insights, understanding traveler segments and journeys.

Year 1, Phase 3: Measurement System, identifying how to measure progress in traveler terms.

Year 1, Phase 4: Vision and Prioritization, creating strategy and vision.

Year 1, Phase 5: Activation Plan, defining the path to an inspired community & impactful results.

Year 2: Foundation and Initial Activation

Year 2, Phase 6: Foundation, building the campaign and tools.

Year 2, Phase 7: Ignite, engaging the critical core to create a movement.

Year 2, Phase 8: Accelerate, adding capabilities to mature application of CX.

Year 3: Scale and Sustain

Year 3, Phase 9: Expand, gaining momentum with more employees.

Year 3, Phase 10: Embed, establishing CX ways of working as the new norm.

Year 3, Phase 11: Sustain, entrenching knowledge into people, processes, systems, and data.

This schedule, project design, and scope of work may be amended upon the



mutual agreement of the Contractor and the City, without the need for a written amendment to the Agreement.

Year 1: Strategy and Activation Planning Timeframe: Q4 2025 – Q3 2026

Summary: Year 1 is focused on building and aligning to the comprehensive customer experience strategy which will become the foundation for the Activation Plan.

Activities and Key Deliverables Overview:

Year 1 is packaged in five (5) Phases that include all the required items in the Customer Experience Consulting Firm Scope of Work. The following reflects the high-level activities and key deliverables.

Activities and Key Deliverables Detail: The following activities are included in the scope of work to be performed by the Contractor in the delivery of Scope of Work for Customer Experience Consulting Firm. The Contractor will manage and lead all activities and drive the development of all supporting, interim, and final deliverables in year one through the five-phased approach outlined below:

Year 1, Phase 1: Current State Analysis

December 2025 – February 2026, 12 calendar weeks including holidays, 9 work weeks.

The Contractor shall perform a comprehensive current state analysis compiling the current state understanding. The Contractor shall review existing strategy, segments, personas, journeys, voice of customer data, experience goals, ongoing programs, and long-term plans. The Contractor shall conduct stakeholder interviews and set project management norms to build a foundational understanding for the Contractor and the City's ongoing relationship.

To assess client CX maturity, the Contractor shall use **XOS Pulse**— the Contractor's online CX maturity assessment tool. At minimum, the Core Team and Stakeholders participate, the Contractor recommends including Middle Management, staff, and City of Denver and Community Stakeholders for a broader view. XOS Pulse delivers data-driven insights by evaluating performance across the 8 Keys of the Experience Operating System.

The Current State Analysis also includes review of CX strategy, traveler segmentation data, DEN/ASQ Metrics, DEN customer journeys, and DEN VoC insights.

Stakeholder Perspective is gathered through either 1:1 or small group interviews. The Core Team will review and approve an interview guide used for all interviews.



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The Contractor shall synthesize common stakeholder themes and extract non-attributed quotes that will be share in a Findings and Recommendation Report.

The Competitive Landscape will be jointly compiled by Amy Guttman Creative + Strategy and the Contractor.

The following Scope of Work items are included in this phase of work:

- Current State Analysis
- Customer Examination
- Stakeholder Interviews & Management Approach
- Competitive Landscape & Analysis
- Alignment Session

Project Management Planning is also included in Phase 1 scope.

The **Current State Analysis Phase Deliverables** are outlined below:

- **Consolidated Current State Findings and Recommendations Report:** A comprehensive Current State Assessment, including key observations, XOS Pulse results, stakeholder observations, supporting data, identified Quick Wins, and a summary of all reviewed artifacts.
- **Research Plan:** The research plan documents research goals, the sampling plan, the hypothetical journey, the research tactics, initial insights planned to capture, and the timeline for research.
- **Project Plan:** A detailed outline of the project's scope, objectives, and tasks, with a detailed execution timeline, ARCI, documented operating norms, risks management and quality assurance plan to govern project delivery.

Year 1, Phase 1 is complete upon occurrence of the above-referenced meetings/sessions and delivery by the Contractor, and approval by the City, of deliverables which reflect the above-referenced action items, including but not limited to: results from surveys and interviews with key DEN leaders and Current State Analysis Phase Deliverables.

Year 1, Phase 2: Traveler Insights

February 2026 – May 2026, 15 weeks

The Traveler Insights Phase pulls together multi-dimensional insights to fully understand the DEN travelers, their unique needs, and their journey. The Phase begins with segmentation development.

The Contractor will generate **Segmentation Development** from existing quantitative data provided by the City. The proposed scope includes up to six



(6) segments.

Segment Profiles / Personas will be developed through extracting insights from three “voices.”

- **Voice of Business** - Insights are gathered through work sessions that leverage Empathy Maps and Journey Mapping techniques. Employees who are directly involved in delivering the traveler experience are the best participants in these sessions. The Contractor will provide two Persona Workshops, one for each of the two priority segments identified, and one Journey Mapping Workshop. These workshops may be conducted in person or virtually with computer-enabled tools.
- **Voice of Customer** – The Contractor shall include a set of quantitative insights from customers (DEN Travelers) to support profile / persona creation. The Research Plan, a deliverable provided in the Current State Analysis, shall document the specific plan to gather the Voice of Customer insights. Upon approval by the City, the Contractor may revise its research approach based on findings gathered in the Current State Analysis Phase.
- **Voice of Analytics** - Insights will be extracted from ASQ, telemetry, and other available DEN data analytics platforms including Sprinklr.

Updated segmentation profiles will be provided to the City and **Persona / Profiles** will be developed for all six (6) segments. The framework for persona / profiles will be proposed and finalized in the Current State Analysis Phase.

The future state **journey map** will highlight the differences between two (2) prioritized persona / profiles. The framework, including swim lanes, for the journey map will be agreed in the Current State Analysis Phase. content for the journey map will be derived from the Voice of Business Journey Mapping work session, the Voice of Customer Research, and third-party research.

The following Scope of Work items are included in this phase of work.

- Segmentation Development
- Segment Profiles / Persona Development
- Segment & Touchpoint Prioritization reflected in Traveler Journey Map

These Key Deliverables are produced in the Traveler Insights Phase:

- Traveler Journey Map, Segmentation Profiles/Persona Development, Quick Wins

Year 1, Phase 2 is complete upon delivery by the Contractor, and approval by the City, of deliverables which reflect the above-referenced action items, including but not limited to: a



Traveler Journey Map; Segment Profiles / Persona Development; and Quick Wins.

Year 1, Phase 3: Measurement System

March 2026 – June 2026, 10 weeks, runs in parallel with Phases 2 and 4

The Measurement System Phase is a critical set of work that provides insights into multiple phases of the project and ensures attainment of meaningful results. The core of the Measurement System is to ensure that the customer voice is represented, enabling the organization to use traveler-informed data in their decision making and demonstrate the ability to measure progress in traveler terms.

The Contractor's Experience Measurement Impact Model frames for all stakeholders the connection between Operations Metrics, Perception Metrics, Behavior Metrics, and Outcome Metrics.

The Contractor's Experience Measurement Impact Model

Using the Experience Measurement Impact Model, the Contractor will review DEN's current metrics to determine which best reflect segment behavior and strategy effectiveness.

The Contractor has developed comprehensive catalogs of metrics for clients using this model and conducts statistical analysis to link operational activities with segment behavior. This in-depth analysis will be considered and included, if appropriate (in the discretion of the City), in the activation planning.

The Contractor shall design **four dashboards**—covering voice of the customer, operations, behavior, and outcome metrics—to monitor performance. These dashboards will enable DEN to track progress and measure success with audience-relevant insights. Role-based dashboard designs are included in Phase 3 scope.

The following Scope of Work items are included in this phase of work:

- Initial Metrics
- Metrics and Measurement Systems

These Deliverables are produced in the Measurement System Phase:

- Metrics and Measurement System, Quick Wins
- Role-Based Dashboard Designs

Year 1, Phase 3 is complete upon delivery by the Contractor, and approval by the City, of



deliverables which reflect the above-referenced action items, including but not limited to: a Metrics and Measurement System; Quick Wins; and Role-Based Dashboard Designs.

Year 1, Phase 4: Vision and Prioritization

May 2026 – August 2026, 12 weeks

The Vision and Prioritization Phase establishes the **Future State CX Strategy**—a holistic commitment to placing customers at the center, integrating business and brand objectives with desired experiences. By defining goals, understanding customer needs, and mapping ways to meet them, this strategy will ensure DEN consistently surpasses expectations.

This foundation guides both the Activation Plan and subsequent phases. The Contractor shall host a stakeholder working session to review the current CX North Star Vision. The Contractor shall host further sessions with cross- functional airport teams, informed by insights and the Future State Journey, to shape an aspirational North Star vision for the DEN community. The Contractor and the City will mutually agree on the CX Guiding Principles which define expected DEN employee behaviors to drive traveler perceptions and ultimately, improve results.

The Contractor shall host one workshop to assess the current vision and principles, three concept meetings for feedback, and a final review session for alignment and approval. More workshops and meetings may be held upon the mutual agreement of the Contractor and the City.

Using the North Star Vision, principles, current findings, traveler research, and the future journey as inputs, the Contractor shall host a working session to identify future initiatives to advance strategy, close experience gaps, and generate measurable impact. More workshops and meetings may be held upon the mutual agreement of the Contractor and the City.

Finally, the Contractor shall host a solution prioritization session to help stakeholders and sponsors rank these opportunities using criteria such as Customer Impact, DEN Impact, and Feasibility. The Contractor will document outcomes in a future initiative recommendation and strategic priority document.

The following Scope of Work items included in this phase of work:

- Define Customer Experience Strategy
- Concept Meetings
- Recommendation for Future Initiatives
- Strategic Priorities

These Deliverables are included in the Vision and Prioritization Phase:



- DEN CX North Star Strategy and Vision including Strategy Definition and Guiding Principles
- Recommended Future Initiatives
- Strategic Priorities

Year 1, Phase 4 is complete upon occurrence of the above-referenced workshops/meetings/sessions and delivery by the Contractor, and approval by the City, of deliverables which reflect the above-referenced action items, including but not limited to: DEN CX North Star Strategy and Vision including Strategy Definition and Guiding Principles; Recommended Future Initiatives; and Strategic Priorities.

Year 1, Phase 5: Activation Plan

August 2026 – November 2026, 13 weeks

The Activation Plan Phase will deliver the strategic roadmap designed to reach, inspire, and motivate the 50,000 badged employees of the DEN ecosystem to deliver the CX Vision. The Contractor will assemble the collective insights into a roadmap turning the CX vision into reality, ensuring that everyone involved knows what needs to be done, when, and by whom.

The Activation Plans will be grounded in research and consider:

- 1) **Active and visible sponsorship and accountability is the number one contributor to successful change.** Every Prosci Best Practices study in change management has reported this result, and the Project Management Institute (PMI) reports that organizations with high-performing projects are much more likely to have active and visible project sponsors.
- 2) **A minority group of 25% can significantly influence and potentially reshape norms and viewpoints.** According to 2018 research in Scientific American, once 25% of a population adopts a behavior, they can influence 72–100% of the group.

The Contractor shall deliver the Activation Plan, which will emphasize Stakeholder and Sponsorship Management and Accountability, focusing on identifying “the 25%” who can spark momentum for the DEN CX Movement. The Activation plan shall address both resistance to and reasons for change.

The Contractor shall prioritize education and enablement—helping learners immediately apply knowledge for personal benefit. The Activation Plan shall feature an iterative, “why”-based learning approach, reinforced by communication and leadership support.

The following Scope of Work item is included in this phase of work:



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- Activation Planning

Activation Planning shall include the following Activities:

- Change Management Planning
- Project Management and Accountability Planning to start the DEN CX Movement
- DEN Employee Awareness, Education, and Engagement Planning
- Concept Development (no more than 3 design concepts and themes) for DEN All-Employee Visioning Campaign
- Activation Plan Development

The Deliverable for this phase is a comprehensive **Alignment, Implementation & Activation Plan**. This Alignment, Implementation & Activation Plan includes the following items:

- Change Management Plan
- Communications Plan, including Key Messages and Modalities
- Stakeholder Engagement Plan, including a Stakeholder Analysis
- Stakeholder Alignment and Accountability Plan
- DEN Employee Awareness, Education, and Engagement Plan

Year 1, Phase 5 is complete upon delivery by the Contractor, and approval by the City, of deliverables which meet the above-referenced action items, including but not limited to the Alignment, Implementation & Activation Plan.

Year 2: Foundation and Initial Activation

Timeframe: Q4 2026 – Q3 2027

Summary: Year 2 builds the foundation to activate the Customer Experience Strategy with a strong emphasis on targeting Stakeholders and the 25% of the DEN ecosystem that will generate enthusiasm for the movement and build the initial infrastructure to increase awareness and build knowledge, ultimately creating engagement. A strong focus is not just on the launch of the Visioning Campaign but equipping DEN to leverage CX tools and methods in initiatives.

Activities and Key Deliverables Overview: Year Two is packaged in three (3) Phases. The high-level activities and key deliverables are described below.

Activities and Key Deliverables Detail: The section detailed the activities and deliverables included in Year 2 through the three-phased scope of work. The Contractor will manage activities, guide DEN Employees through the application of CX tools and methods and drive the development of these deliverables.

Year 2, Phase 6: Foundation



November 2026 – February 2027, 17 weeks

The most critical activity in the Foundation Phase is establishing a CX Program Management Office (PMO) to ensure strategic alignment between CX initiatives, the CX strategy, and DEN's overall business and customer-centric goals. The CX PMO will monitor performance, timelines, budgets, and risks. The Contractor will guide DEN in the setup, execution and management of the CX PMO including how it tracks ARCI and KPIs, reports on ROI, and collaborates with numerous stakeholders. In parallel, the Contractor will build the Visioning Campaign design and templates for implementation.

The Contractor will deliver its library of toolkits and playbooks to the DEN team and agree on a framework that supports the Visioning Campaign Design, and the tools needed for the first initiative.

The Activities of the Activation Phase include:

- Establishing the Customer Experience (CX) PMO
- Implementing the Change Alignment Plan with Stakeholders and Leadership
- Developing the Templates and Artifacts for use in the Visioning Campaign
- Defining the CX Toolkit required for implementation of Core Initiative #1 and a timeline

The Deliverables produced in the Foundation Phase include:

- Toolkit / Playbook Framework
- CX PMO Playbook
- Visioning Campaign Templates, Design
- DEN All-Employee Visioning Campaign Launch

Year 2, Phase 6 is complete upon delivery by the Contractor, and approval by the City, of deliverables which meet the above-referenced action items, including but not limited to: Toolkit / Playbook Framework; CX PMO Playbook; Visioning Campaign Templates and Designs; and DEN All-Employee Visioning Campaign Launch.

Year 2, Phase 7: Ignite

March 2027 – June 2027, 17 weeks

The Ignite Phase is where the critical core of influencers in DEN engage to create a movement. Every community has a group of people who naturally embrace and demonstrate commitment to customer experience. Those **“Change Champions,”** to be identified by the City, will join a **CX Champions Network**. They shall receive previews of the Visioning Campaign plans and materials and early education. They may be engaged in initiatives and become the “wheels on the ground” to gather feedback for the Core Team about the success of the messaging and where



resistance and opportunity exists.

Additionally, the Contractor shall assist the City in equipping managers with the tools and resources to explain the vision, the impact of the vision on individuals and teams, and incentives to share it enable faster adoption and quicker identification of resistance.

Another audience targeted in this phase is the Project Team implementing CX Initiatives. The Contractor shall deliver to them the tools and methodologies and coach them through their usage will initiate the integration of CX techniques into the ways of working.

The Activities of the Ignite Phase include:

- Establish the Cross-DEN CX Champions Network
- Equip and Engage Managers to Cascade the CX Vision
- Feedback Cycles, Revisions, Channel Expansion
- Coach Initiative 1 Core Team on CX Toolkit Application

Deliverables in the Ignite Phase include:

- CX Champions Playbook
- Conduct First CX Champions Network Session
- DEN Specific Manager Training Materials
- Initiative 1 CX Toolkit

Year 2, Phase 7 is complete upon occurrence of the above-referenced meetings/sessions and delivery by the Contractor, and approval by the City, of deliverables which reflect the above-referenced action items, including but not limited to: CX Champions Playbook; DEN Specific Manager Training Materials; and Initiative 1 CX Toolkit.

Year 2, Phase 8: Accelerate

July 2027 – October 2027, 17 weeks

The Accelerate Phase builds CX capabilities across the DEN Community. The Contractor shall perform a PMO review to identify improvements and plan for expanded responsibilities in Year 3's Scale and Sustain phase.

The Contractor will develop a **CX Knowledge and Resource Hub** for DEN, based on core content used with other clients. This platform supports the CX Champions Network, Managers, and Initiative Teams, serving self-learners eager to deepen their understanding of the CX Vision and apply CX principles.

The Hub, along with new Toolkits and Templates for various users, will be integrated into DEN's environment with the help of DEN/the City IT and/or L&D staff providing



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resources for CX maturity.

The Activities of the Accelerate Phase include:

- Refine and Mature CX PMO
- Provide CX Knowledge Resource Hub
- Establish CX Leadership Council and Support CX Champions Network
- Expand CX Toolkits / Methods, Continue Coaching

These Deliverables are included in the Accelerate Phase:

- CX Hub Launched
- CX Council Playbook
- Conduct First CX Leadership Council Session
- Year 1 Review and Impact Report including CX PMO Assessment

Year 2, Phase 8 is complete upon occurrence of the above-referenced meetings/sessions and delivery by the Contractor, and approval by the City, of deliverables which reflect the above-referenced action items, including but not limited to: CX Hub being launched; CX Council Playbook; and Year 1 Review and Impact Report including CX PMO Assessment.

Year 3: Scale and Sustain

Timeframe: Q4 2027 – Q3 2028

Summary: Year 3 focusing upon scaling adoption of CX beyond the initially targeted 25% who generate momentum. The Core Team and PMO will prioritize resources to the most impactful opportunities to create business results. In this phase, new programs deepen the CX Ways of Working into the daily operations of DEN. The Contractor will expand measurement systems to create a new level of CX visibility. The Year 3 activities and deliverables will be modified at the end of Year 2 accounting for progress and barriers presented, to be mutually agreed upon in writing by the City and the Contractor.

Activities and Key Deliverables Overview: Year 3 is packaged in three (3) Phases with the proposed high-level activities and key deliverables.

Activities and Key Deliverables Detail: The Contractor and the City will find opportunities to co-manage with the Contractor providing coaching services. The proposed activities and deliverables include:

Year 3, Phase 9: Expand

November 2027 – February 2028, 17 weeks

The Expand Phase focuses on gaining momentum across the 50,000 DEN



employees. The CX Champions Network may expand as more employees are interested in contributing. The Contractor shall develop a new **recognition program** to highlight individuals exemplifying the CX Guiding Principles and those involved in initiatives that change results.

The Contractor shall provide micro-lessons to DEN employees which are typically 10 minutes in duration and use the learn, try, apply approach. The Contractor shall host learning events which focus on instruction, often led, if possible, by the manager and/or CX Champions, delivered to cohorts of cross-functional and interdependent employees, engaging participants in the course material through discussions, problem solving, case studies, and other active exercises.

The Activities of the Expand Phase include:

- “CX Bright Spots” Recognition Program Design
- Embed CX Governance in CX Leadership Council
- Expand CX Champions Network
- Launch CX Education including into Onboarding

These Deliverables are included in the Expand Phase:

- CX PMO Quarterly Results Report
- CX Onboarding Training and Curriculums
- Quarterly CX Awards Program/CX Recognition Program

Year 3, Phase 9 is complete upon occurrence of the above-referenced lessons/ meetings/sessions and delivery by the Contractor, and approval by the City, of deliverables which meet the above-referenced action items, including but not limited to: CX PMO Quarterly Results Report; CX Onboarding Training and Curriculums; and Quarterly CX Awards Program/CX Recognition Program.

Year 3, Phase 10: Embed

March 2028 – June 2028, 17 weeks

The Embed Phase establishes CX ways of working as the new standard. New capabilities, such as **Traveler Advisory Boards** give Travelers direct access to CX Champions, Council Members, and Stakeholders to amplify their voice to the DEN Community. Training continues to reach more DEN employees and the Champions and CX Council are more comfortable with their roles and responsibilities.

The Contractor shall develop and deliver **Scorecards**, proposed in Year 1, Phase 3, to be deployed to the community. Vendor selection criteria include their impact on Customer Experience, and business reviews include discussion on the CX areas



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of opportunity and improvement.

The Activities of the Embed Phase include:

- Develop the Traveler Advisory Board (TAB)
- Embed CX Metrics and Dashboard usages into scorecards and ways of working
- Continuous improvement planning
- Expanded CX education deployment

These Deliverables are included in the Embed Phase:

- Conduct First Travel Advisory Board Session
- Support for the CX Leadership Council Session and CX Champions Network
- Scorecards

Year 3, Phase 10 is complete upon occurrence of the above-referenced meetings/sessions and delivery by the Contractor, and approval by the City, of deliverables which meet the above-referenced action items, including but not limited to, Scorecards and tangible support for the CX Leadership Council Session and CX Champions Network.

Year 3, Phase 11: Sustain

July 2028 – October 2028, 17 weeks

The Sustain phase entrenches knowledge into the DEN ecosystem people, processes, systems, and data. The activities outlined below will be the most critical to sustain the momentum that has been gained over the past 33 months, but the continuous improvement planning in the Embed Phase (Phase 10) may redirect the City's and the Contractor's focus to areas that may need additional remediation or more advanced activities as a result of the adoption of CX ways of working within DEN.

The Activities of the Sustain Phase include:

- Implement Continuous CX Performance Optimization
- Implement CX failure analysis and rapid learning
- Create CX compliance and audit frameworks
- Core Team and Stakeholder Knowledge Transfer

These Deliverables are included in the Embed Phase:

- CX Innovation and Experimentation Program
- CX Performance Optimization Methodology
- Handoff of TAB, CX Champions, and Leadership Council



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Year 3, Phase 11 is complete upon delivery by the Contractor, and approval by the City, of deliverables which meet the above-referenced action items, including but not limited to: CX Innovation and Experimentation Program; CX Performance Optimization Methodology; and Handoff of TAB, CX Champions, and Leadership Council.

PROJECT DESIGN ASSUMPTIONS

The schedule and budget are based on some key assumptions. Variations from these assumptions may result in changes to the schedule and budget. Such changes will be reviewed with the City and the Contractor and agreed as a part of regular management meetings.

- The City will provide adequate information about DEN's business sufficient to support activities.
- The City and the Contractor will work collaboratively to complete the deliverables at the level of fidelity required to support ongoing action and possible for the effort and schedule defined.
- The City will review and provide feedback on all work products and final deliverables within two business days to maintain the defined schedule, assuming advanced notice of review is given.
- Budget and schedule are defined based upon the Contractor performing one iteration of deliverables in response to the City's Feedback.
- Contractor will provide all project deliverables in a digital format, e.g., PowerPoint, Word or Excel.

EXHIBIT B

McorpCX Engagement Pricing

Breakout of Services	Phase Amount	Monthly Amount	Invoice Date
Year 1: Strategy and Activation Planning			
Phase 1: Current State Analysis	\$ 81,000.00	\$ 81,000.00	Effective Date
Phase 2: Traveler Insights	\$ 33,320.00	\$ 39,650.00	Jan-26
Phase 3: Measurement System	\$ 6,330.00		
Phase 2: Traveler Insights	\$ 33,320.00	\$ 39,650.00	Feb-26
Phase 3: Measurement System	\$ 6,330.00		
Phase 2: Traveler Insights	\$ 33,320.00	\$ 39,650.00	Mar-26
Phase 3: Measurement System	\$ 6,330.00		
Phase 2: Traveler Insights	\$ 33,320.00	\$ 69,820.00	Apr-26
Phase 3: Measurement System	\$ 6,330.00		
Phase 4: Vision and Prioritization	\$ 16,000.00		
Phase 5: Activation Plan	\$ 14,170.00		
Phase 2: Traveler Insights	\$ 33,320.00	\$ 69,820.00	May-26
Phase 3: Measurement System	\$ 6,330.00		
Phase 4: Vision and Prioritization	\$ 16,000.00		
Phase 5: Activation Plan	\$ 14,170.00		
Phase 2: Traveler Insights	\$ 33,320.00	\$ 69,820.00	Jun-26
Phase 3: Measurement System	\$ 6,330.00		
Phase 4: Vision and Prioritization	\$ 16,000.00		
Phase 5: Activation Plan	\$ 14,170.00		
Phase 4: Vision and Prioritization	\$ 16,000.00	\$ 30,170.00	Jul-26
Phase 5: Activation Plan	\$ 14,170.00		
Phase 4: Vision and Prioritization	\$ 16,000.00	\$ 30,170.00	Aug-26
Phase 5: Activation Plan	\$ 14,170.00		
Phase 4: Vision and Prioritization	\$ 16,000.00	\$ 30,170.00	Sep-26
Phase 5: Activation Plan	\$ 14,170.00		
Year 2: Foundation & Initial Activation			
Phase 6: Foundation	\$ 26,670.00	\$ 26,670.00	Oct-26
Phase 6: Foundation	\$ 26,670.00	\$ 26,670.00	Nov-26
Phase 6: Foundation	\$ 26,670.00	\$ 26,670.00	Dec-26
Phase 6: Foundation	\$ 26,670.00	\$ 50,000.00	Jan-27
Phase 7: Ignite	\$ 23,330.00		
Phase 6: Foundation	\$ 26,670.00	\$ 50,000.00	Feb-27
Phase 7: Ignite	\$ 23,330.00		
Phase 6: Foundation	\$ 26,670.00	\$ 50,000.00	Mar-27
Phase 7: Ignite	\$ 23,330.00		
Phase 7: Ignite	\$ 23,330.00	\$ 40,000.00	Apr-27
Phase 8: Accelerate	\$ 16,670.00		
Phase 7: Ignite	\$ 23,330.00	\$ 40,000.00	May-27
Phase 8: Accelerate	\$ 16,670.00		
Phase 7: Ignite	\$ 23,330.00	\$ 40,000.00	Jun-27
Phase 8: Accelerate	\$ 16,670.00		
Phase 8: Accelerate	\$ 16,670.00	\$ 16,670.00	Jul-27
Phase 8: Accelerate	\$ 16,670.00	\$ 16,670.00	Aug-27
Phase 8: Accelerate	\$ 16,670.00	\$ 16,670.00	Sep-27
Year 3: Scale & Sustain			
Phase 9: Expand	\$ 16,670.00	\$ 16,670.00	Oct-27
Phase 9: Expand	\$ 16,670.00	\$ 16,670.00	Nov-27
Phase 9: Expand	\$ 16,670.00	\$ 16,670.00	Dec-27
Phase 9: Expand	\$ 16,670.00	\$ 33,340.00	Jan-28
Phase 10: Embed	\$ 16,670.00		
Phase 9: Expand	\$ 16,670.00	\$ 33,340.00	Feb-28
Phase 10: Embed	\$ 16,670.00		
Phase 9: Expand	\$ 16,670.00	\$ 33,340.00	Mar-28
Phase 10: Embed	\$ 16,670.00		
Phase 10: Embed	\$ 16,670.00	\$ 33,340.00	Apr-28
Phase 11: Sustain	\$ 16,670.00		
Phase 10: Embed	\$ 16,670.00	\$ 33,340.00	May-28
Phase 11: Sustain	\$ 16,670.00		
Phase 10: Embed	\$ 16,670.00	\$ 33,340.00	Jun-28
Phase 11: Sustain	\$ 16,670.00		
Phase 11: Sustain	\$ 16,670.00	\$ 16,670.00	Jul-27
Phase 11: Sustain	\$ 16,670.00	\$ 16,670.00	Aug-27
Phase 11: Sustain	\$ 16,670.00	\$ 16,670.00	Sep-27
	\$ 1,200,000.00	\$ 1,200,000.00	



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EXHIBIT C



Phone:	415.526.2653	Email: lldavison@mcorp.cx
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DSBO Program Requirements Handbook (DSBO Handbook) Signature Statement

*****Attention: this Signature Statement form is required to be completed, signed, and submitted to DSBO. It will be incorporated as an exhibit to the Contractor's/Consultant's executed contract with the City.*****

To access the DSBO Handbook, please visit the [DSBO Compliance website](#).

The undersigned firm has read and agrees to comply with the DSBO Ordinance, DSBO Rules and Regulations, and requirements outlined in the DSBO Handbook (collectively, the "DSBO Program Requirements"), should it be awarded the subject project. Additionally, should the undersigned be awarded the project, it will provide timely and accurate submissions of the required compliance documentation to DSBO and will promptly advise DSBO of any changes to their primary point(s) of contact responsible for DSBO reporting. If requested by a certified subcontractor/subconsultant, the Contractor/Consultant will make the DSBO Handbook available to subcontractors/subconsultants regardless of tier.

The Contractor/Consultant shall carry out the aforementioned DSBO Program Requirements in the award and administration of its contracts, inclusive of enforcing DSBO flow down provisions in subcontract/subconsultant agreements at all tiers. Failure by the Contractor/Consultant to comply with or implement these requirements is a material breach of the Contract, which may result in the termination of the Contract or such other remedy as the City deems appropriate.


Bidder/Proposer or Prime(Name of Firm):	McorpCX, LLC		
Firm's Representative:	Lynn Davison		
Title:	Chief Operating Officer		
Signature:		Date:	7/21/25
Address:	201 Spear Street, Suite 1100		
City:	San Francisco	State:	CA
		Zip:	94105

EXHIBIT D

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

A. Certificate Holder and Submission Instructions

Commercial Operator must provide a Certificate of Insurance as follows:

Certificate Holder: CITY AND COUNTY OF DENVER
Denver International Airport
8500 Peña Boulevard
Denver CO 80249

- ACORD Form (or equivalent) certificate is required.
- Commercial Operator 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 official repository for Certificates of Insurance (COIs) within DEN is PINS Advantage. Upon contract initiation, an email will be sent to the Commercial Operator with instructions to upload the COIs for insurance compliance. 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 Commercial Operator.

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. “Commercial Operator” 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

Commercial Operator 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

Commercial Operator 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. DEN has established an Airside Unescorted Excess Auto Liability Program to support Commercial Operators in meeting the \$10,000,000 auto liability requirement for unescorted airside driving privileges. This program offers \$9,000,000 in excess

coverage over a \$1,000,000 base liability. For more information, please visit: [DEN AirsideDrive Program](#).

- b. If Commercial Operator 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, Commercial Operator shall carry a Broadened Pollution Endorsement and an MCS 90 endorsement on its policy.
 - d. If Commercial Operator does not own any fleet vehicles and/or Commercial Operator's owners, officers, directors, and/or employees use their personal vehicles to perform services under this Agreement, Commercial Operator 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 Commercial Operator. This provision does not apply to persons solely commuting to and from the airport.
 - e. If Commercial Operator 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
Commercial Operator 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 Commercial Operator 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
Commercial Operator 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 Commercial Operator 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
Commercial Operator 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. Unmanned Aerial Vehicle (UAV) Liability:
If Commercial Operator 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. Commercial Operator 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.

7. 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), Commercial Operator'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), Commercial Operator'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 Commercial Operator 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 Commercial Operator 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, Commercial Operator 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 Commercial Operator 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, Commercial Operator 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. Commercial Operator 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, Commercial Operator will procure, at its own expense, coverage at the requirement minimum per occurrence limits. If Commercial Operator cannot replenish coverage within ten (10) calendar days, it must notify the City immediately.

H. Cooperation

Commercial Operator 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.

Commercial Operator'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 Commercial Operator.
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 Commercial Operator 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 Commercial Operator 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 Commercial Operator'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. Commercial Operator 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. Commercial Operator shall be responsible for ensuring the City is provided updated Certificate(s) of Insurance prior to each policy renewal.
14. Commercial Operator'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 Commercial Operator and its subcontractors of any tier. Part 230 and the DEN Airport Rules and Regulations may be found: [DEN Airport Rules and Regulations](#).

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 Commercial Operator and subcontractors of any tier, and other designated parties (Enrolled Parties), for work performed at the Project Site. **Commercial Operator is NOT eligible for or provided insurance coverage under a ROCIP program. Commercial Operator must provide its own insurance as specified in this Agreement. If Commercial Operator 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 Commercial Operator’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 Commercial Operators. DEN will provide Commercial Operator notice of changes regarding a ROCIP program as applicable to Commercial Operator’s work or responsibilities under the ROCIP Safety Manual.