

AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT FOR PROFESSIONAL SERVICES (“Agreement”) is made and entered into as of the date stated on City’s signature page below (the “Effective Date”) by and between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado acting on behalf of its Department of Aviation (“City”), and **ATKINS NORTH AMERICA, INC.**, a corporation organized under the laws of the state of Florida and authorized to do business in Colorado (“Consultant”).

WITNESSETH:

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

WHEREAS, City desires to obtain Professional Aviation related consulting services; and

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

WHEREAS, Consultant’s proposal was selected for award of the **Pena Project Management Team Project** and,

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

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

ARTICLE I LINE OF AUTHORITY

The Chief Executive Officer of the Department of Aviation (the “**CEO**”), her designee or successor in function, authorizes and directs all work performed under this Agreement. Until otherwise notified in writing by the CEO, the CEO has delegated the authority granted herein to the **Senior Vice President of Airport Infrastructure Management (“SVP”)**. The Director will designate a **Project Manager (aka “PM,” initially Michelle Martin)** to coordinate Services under this Agreement. Reports, memoranda, correspondence, and other submittals required of Consultant hereunder shall be processed in accordance with the **Contract Administrator (“CA,” initially Annette Kimble)** directions.

ARTICLE II DUTIES AND RESPONSIBILITIES OF CONSULTANT

A. Scope of Services. Consultant will provide professional services and provide deliverables for the City as designated by the CEO, and/or her designee, from time to time and as described in the attached **Exhibit A** (“Scope of Work”) in accordance with schedules and budgets set by City.

B. Deliverables. Deliverables will be task based

C. Standard of Performance. Consultant shall perform the work required under this Agreement in accordance with the standard of care, skill, efficiency, knowledge, training,

and judgment provided by competent professionals who perform work of a similar nature to the work described in this Agreement. Consultant shall perform its services to the standard of care of a reasonable professional that is performing the same or similar work, at the same time and locality and under the same or similar conditions faced by Consultant. Consultant makes no warranty, express or implied, regarding its services or its work and expressly disclaims any warranties that might otherwise apply to its services or work. Consultant's services shall be performed as expeditiously as is consistent with professional skill and care and the orderly progress of the project.

D. Key Personnel Assignments.

1. All key professional personnel identified in the Scope of Work, **Exhibit A**, will be assigned by Consultant or subconsultants to perform work under this Agreement. Only the key personnel identified in **Exhibit A** will perform work under this Agreement, unless otherwise approved in writing by the Project Manager. It is the intent of the Parties that all key professional personnel be engaged to perform their specialty for all such services required by this Agreement and that Consultant's and the subconsultant's key professional personnel be retained for the life of this Agreement to the extent practicable and to the extent that such services maximize the quality of work performed.

2. If, during the term of this Agreement, the Project Manager determines that the performance of approved key personnel is not acceptable, the Project Manager shall notify Consultant, and may give Consultant notice of the period of time which the Project Manager considers reasonable to correct such performance. If the Project Manager notifies Consultant that certain of its key personnel will not be retained on this project, Consultant will use its best efforts to obtain adequate substitute personnel within ten days from the date of the notice. Such substitute personnel shall be approved in writing by the Project Manager. Failure to obtain the requisite approval shall be grounds for termination for cause in accordance with Article 3, Section B.

E. Subcontractors.

1. Although Consultant may retain, hire, and contract with outside subcontractors for work under this Agreement, no final agreement or contract with any such subcontractor shall be entered into without the prior written consent of the CEO. Requests for such approval must be made in writing and 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 City. 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 City or to file or claim any lien or encumbrance against any City property arising out of the performance or non-performance of the contract.

2. Because Consultant's represented qualifications are consideration to City in entering into this Agreement, the CEO shall have the right to reject any proposed outside subcontractor for this work deemed by the CEO, in the CEO's sole discretion, to be unqualified or unsuitable for any reason to perform the proposed services, and the CEO shall have the right to limit the number of outside subcontractors or to limit the percentage of work to be performed by them, all in the CEO's sole and absolute discretion.

3. Consultant is subject to D.R.M.C. § 20-112 wherein Consultant is to 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 City. Any late payments are subject to a late payment penalty as provided for in the prompt pay ordinance (§§ 20107 through 20-118).

F. Ownership and Deliverables. Upon payment to Consultant, all records, data, deliverables, and any other work product prepared by the Consultant or any custom development work performed by the Consultant on or before the day of payment shall become the sole property of the City. Consultant, upon request by the City, or based on any schedule agreed to by Consultant and the City, Consultant shall provide City with copies of the data/files that have been uploaded to any database maintained by or on behalf of Consultant or otherwise saved or maintained by Consultant 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 Consultant and the City. Consultant also agrees to allow the City to review any of the procedures the Consultant 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 years after termination of this agreement. Upon written request from the City, the Consultant shall deliver any information requested pursuant to this Article II, Section F within 10 business days in the event a schedule or otherwise agreed upon timeframe does not exist. Notwithstanding any other provision of this Agreement, any reuse of documents or materials without written verification or adaptation by Consultant for the specific purpose intended will be at City's sole risk and without liability or legal exposure to Consultant or to Consultant's independent professional associates, subcontractors, and subconsultants. In addition, all of Consultant's pre-existing or proprietary information, documents, materials, computer programs, or software developed by Consultant outside of this Agreement shall remain the exclusive property of Consultant.

ARTICLE III TERM AND TERMINATION

A. Term. The Term of this Agreement shall commence on May 1, 2017, and shall terminate February 15, 2027, unless sooner terminated in accordance with the terms stated herein ("Expiration Date"). Should for any reason the Term expire prior to the completion by Consultant, in the CEO's sole discretion, this Agreement shall remain in full force and effect to permit completion of any services commenced prior to the Expiration Date.

B. Termination.

1. City has the right to terminate this Agreement without cause on thirty (30) days prior written notice to Consultant, and with cause on ten (10) days prior written notice to Consultant. In the event of termination by City for cause, Consultant shall be allowed five (5) days to commence remedying its non-conforming performance, and in the event Consultant diligently cures its non-conforming performance to City's satisfaction, within a reasonable time as determined solely by City, then this Agreement shall not terminate. However, nothing herein shall be construed as giving Consultant the right to perform services under this Agreement beyond the time when such services become unsatisfactory to the CEO.

2. If Consultant is discharged before all the services contemplated hereunder have been completed, or if Consultant's services are for any reason terminated, stopped or discontinued because of the inability of Consultant to provide services in accordance with the terms of this Agreement, Consultant shall be paid only for those services deemed by the CEO satisfactorily performed prior to the time of termination.

3. Upon termination of this Agreement by City, Consultant shall have no claim of any kind whatsoever against City by reason of such termination or by reason of any act incidental thereto, except as follows: if the termination is for the convenience of City, Consultant shall be entitled to reimbursement for the reasonable cost of the work to the date of termination, and reasonable costs of orderly termination, provided request for such reimbursement is made no later than six (6) months from the effective date of termination. Consultant shall not be entitled to loss of anticipated profits or any other consequential damages as a result of any such termination for convenience, and in no event shall the total sums paid exceed the Maximum Contract Liability.

ARTICLE IV COMPENSATION AND PAYMENT

A. Maximum Contract Liability. Notwithstanding any other provision of this Agreement, in no event shall City be liable for payment for services rendered and expenses incurred by Consultant under the terms of this Agreement for any amount in excess of the sum of **Twenty Two Million dollars (\$22,000,000.00)** (“**Maximum Contract Liability**”).

B. Fee: Consultant will be performing the services on a time and material basis up to the Maximum Contract Liability. Consultant's fee is based on the time required by its professionals to complete the services. Individual hourly rates are set forth in **Exhibit B** (Rates) and vary according to the experience and skill required. The City hereby agrees to pay the Consultant the core Staff Labor Rates contained in Exhibit B. These rates may be modified once in January of each calendar year during the Term of this Agreement, beginning January 1, 2018. Modification shall be in the City's sole discretion, though in no case shall the increase be more than the most recent Consumer Price Index increase for the Denver-Boulder-Greeley area for Urban Wage Earners, and will be memorialized in writing; no formal Amendment is required to modify the Rates. In no event shall the City be liable for any amount in excess of the sum of the Maximum Contract Liability.

C. Subconsultants: For services authorized by the City to be performed under this Agreement by approved subconsultants, the City agrees to pay, and the Consultant agrees to accept as full and complete compensation therefore, a sum equal to the actual amount of each subconsultant's invoices paid by the Consultant, plus an amount equal to 5% of such invoices.

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

E. Payment under this Agreement shall be paid from City and County of Denver Airport Revenue Fund and from no other fund or source. City has no obligation to make payments from any other source. City is not under any obligation to make any future encumbrances or

appropriations for this Agreement nor is City under any obligation to amend this Agreement to increase the Maximum Contract Liability above.

F. Payment Schedule. Subject to the Maximum Contract Amount set forth in section 3.A. of this Agreement, Consultant's fees and expenses shall be paid in accordance with this Agreement. Unless otherwise agreed to in writing, Consultant will invoice the City on a regular basis in arrears, and the City will pay each invoice in accordance with Denver's Prompt Pay Ordinance, Denver Revised Municipal Code ("D.R.M.C.") § 20-107, *et seq.*, subject to the Maximum Contract Liability set forth above. Consultant understands and agrees interest and late fees shall be payable by City only to the extent authorized and provided for in City's Prompt Payment Ordinance. Travel and any other expenses are not reimbursable unless Consultant receives prior written approval of the Project Manager, and be related to and in furtherance of the purposes of the Consultant's engagement.

G. Invoices. Payments shall be based upon monthly progress invoices and receipts submitted by Consultant, audited and approved by City and this Section 3.C., as follows:

1. An executive summary and status reports that describe the progress of the services and summarize the work performed during the period covered by the invoice.
2. A statement of hours spent where billing is based upon hourly rates. Time sheets shall be maintained by Consultant and shall be available for examination by City, at City's request.
3. The amounts shown on the invoices shall comply with and clearly reference the relevant services, the hourly rate and multiplier where applicable, and allowable reimbursable expenses.
4. Consultant shall submit itemized business expense logs or copies of receipts for all allowable reimbursable expenses, where billing is based upon such items.
5. The signature of an officer of Consultant, along with such officer's certification they have examined the invoice and found it to be correct, shall be included on all invoices.

City reserves the right to reject and not pay any invoice or part thereof where the CEO determines the amount invoiced exceeds the amount owed based upon the work performed. City, however, shall pay any undisputed items contained in an invoice. Disputes concerning payments under this provision shall be resolved by administrative hearing pursuant to the procedures of D.R.M.C. § 517.

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

ARTICLE V INSURANCE, INDEMNIFICATION, AND DISPUTE RESOLUTION

A. Insurance.

1. Consultant shall obtain and keep in force during the entire term of this Agreement, all of the insurance policies described in City's form of insurance certificate which is attached to this Agreement as **Exhibit C** and incorporated herein. Such insurance coverage includes workers' compensation and employer liability, commercial general liability, business automobile liability, and professional liability. Upon execution of this Agreement, Consultant shall submit to City a fully completed and executed original of the attached insurance certificate form, which specifies the issuing company or companies, policy numbers and policy periods for each required coverage. In addition to the completed and executed certificate, Consultant shall submit a copy of a letter from each company issuing a policy identified on the certificate, confirming the authority of the broker or agent to bind the issuing company, and a valid receipt of payment of premium.
2. City's acceptance of any submitted insurance certificate is subject to the approval of City's Risk Management Administrator. All coverage requirements specified in the certificate shall be enforced unless waived or otherwise modified in writing by City's Risk Management Administrator.
3. Consultant shall comply with all conditions and requirements set forth in the insurance certificate for each required coverage during all periods in which coverage is in effect.
4. Unless specifically excepted in writing by City's Risk Management Administrator, Consultant shall include all subcontracts performing services hereunder as insureds under each required policy or shall furnish a separate certificate (on the form certificate provided), with authorization letter(s) for each subcontractor, or each subcontractor shall provide its own insurance coverage as required by and in accordance with the requirements of this section of the Agreement. All coverages for subcontractors shall be subject to all of the requirements set forth in the form certificate and Consultant shall insure that each subcontractor complies with all of the coverage requirements.
5. City in no way warrants and/or represents the minimum limits contained herein are sufficient to protect Consultant from liabilities arising out of the performance of the terms and conditions of this Agreement by Consultant, its agents, representatives, or employees. Consultant shall assess its own risks and as it deems appropriate and/or prudent, maintain higher limits and/or broader coverage. Consultant is not relieved of any liability or other obligations assumed or pursuant to this Agreement by reason of its failure to obtain or maintain insurance in sufficient amounts, duration, or types. In no event shall City be liable for any: (i) business interruption or other consequential damages sustained by Consultant; (ii) damage, theft, or destruction of Consultant's inventory, Improvements, or property of any kind; or (iii) damage, theft, or destruction of an automobile, whether or not insured.
6. The Parties hereto understand and agree that the City, its officers, officials and employees, are relying on, and do not waive or intend to waive by any provisions of this Agreement, the monetary limitations or any other rights, immunities and protections

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

B. Defense and Indemnification.

1. To the fullest extent permitted by law, the Consultant agrees to defend, indemnify, reimburse and hold harmless City, its appointed and elected officials, agents and employees for, from and against all liabilities, claims, judgments, suits or demands for damages to persons or property arising out of, resulting from, or related to the work performed under this Agreement that are attributable to the negligence or fault of the Consultant or the Consultant's agents, representatives, subcontractors, or suppliers ("Claims"). This indemnity shall be interpreted in the broadest possible manner consistent with the applicable law to indemnify the City.

2. Consultant's obligation to defend and indemnify may be determined after Consultant's liability or fault has been determined by adjudication, alternative dispute resolution, or otherwise resolved by mutual agreement between the parties. Consultant's duty to defend and indemnify City shall relate back to the time written notice of the Claim is first provided to City regardless of whether suit has been filed and even if Consultant is not named as a Defendant.

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

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

5. This defense and indemnification obligation shall survive the expiration or termination of this Agreement.

C. Dispute Resolution. Disputes arising under or related to this Agreement or the work which is the subject of this Agreement shall be resolved by administrative hearing which shall be conducted in accordance with the procedures set forth in D.R.M.C. §5-17. The parties agree that the determination resulting from said administrative hearing shall be final, subject only to Consultant's right to appeal the determination under Colorado Rule of Civil Procedure, Rule 106.

ARTICLE VI GENERAL TERMS AND CONDITIONS

A. Status of Consultant. It is agreed and understood by and between the parties hereto that the status of Consultant shall be an independent contractor retained on a contractual basis to perform professional or technical services for limited periods of time as described in §9.1.1(E)(x) of the Charter of City and County of Denver, and it is not intended, nor shall it be

construed, Consultant or its personnel are employees or officers of City under D.R.M.C. Chapter 18 for any purpose whatsoever.

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

C. Compliance with all Laws and Regulations. All of the work performed under this Agreement by Consultant shall comply with all applicable laws, rules, regulations and codes of the United States and the State of Colorado and with the charter, ordinances and rules and regulations of City and County of Denver.

D. Compliance with Patent, Trademark and Copyright Laws.

1. Consultant 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. Consultant will not utilize any protected patent, trademark or copyright in performance of its work unless it has obtained proper permission and all releases and other necessary documents. If Consultant prepares any documents which specify any material, equipment, process or procedure which is protected, Consultant shall disclose such patents, trademarks and copyrights in the construction drawings or specifications.

2. Consultant further agrees to release, indemnify and save harmless City, its officers, and employees, pursuant to Article V, Section I, "Defense and Indemnification," from damages, costs, expenses, liabilities, actions or proceedings to the proportional extent caused by the performance of work under this Agreement which infringes upon any patent, trademark or copyright protected by law. Consultant's obligation is limited to the deliverables and services a provided by Consultant without any alteration or modification.

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

by Consultant to: Chief Executive Officer
Denver International Airport
Airport Office Building
8500 Peña Boulevard, 9th floor,
Denver, Colorado 80249-6340

and by City to: Kenneth P. Hawkins III, PE
Atkins North America, Inc.
7604 Technology Way, Suite 400
Denver, Colorado 80237

Said notices shall be delivered personally during normal business hours to the appropriate office above or by prepaid U.S. certified mail, return receipt requested. Mailed notices shall be deemed

effective upon deposit with the U.S. Postal Service. Either party may from time to time designate substitute addresses or persons where and to whom such notices are to be mailed or delivered, but such substitutions shall not be effective until actual receipt of written notification thereof.

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

G. No Third Party Beneficiaries. It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement and all rights of action relating to such enforcement shall be strictly reserved to City and Consultant, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other or third person on this Agreement. It is the express intention of City and Consultant that any person other than City or Consultant receiving services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.

H. Governing Law; Bond Ordinances; Venue.

1. This Agreement is made under and shall be governed by the laws of the State of Colorado. Each and every term, provision or condition herein is subject to the provisions of Colorado law, the Charter of City and County of Denver, and the ordinances and regulations enacted pursuant thereto.
2. This Agreement is in all respects subject and subordinate to any and all City bond ordinances applicable to the Denver Municipal Airport System and to any other bond ordinances which amend, supplement, or replace such bond ordinances.
3. Venue for any action arising hereunder shall be in City and County of Denver, Colorado.

ARTICLE VII STANDARD CITY PROVISIONS A.

A. Diversity and Inclusiveness.

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

B. Small Business Enterprises. Consultant is subject to City's ordinance, DRMC Chapter 28, Article III (MBE/WBE Ordinance) which prohibits discrimination in the awarding of contracts and subcontracts and directs the DSBO Director to establish goals for MBE and WBE participation in the preconstruction and construction of City-owned facilities. The goal for this

Agreement is **25%**. Project goals must be met with certified MBE and WBE participants or by demonstrating good faith efforts under the MBE/WBE Ordinance. The Consultant must comply with the terms and conditions of the MBE/WBE Ordinance in soliciting and contracting with its sub-contractors and sub-contractors in administering the performance of the work hereunder. It shall be an ongoing, affirmative obligation of the Consultant to maintain, at a minimum, compliance with the originally achieved level of MBE/WBE participation upon which this Agreement was awarded **25%**, for the duration of this Agreement, unless City initiates a material alteration to the Scope of Work.

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

D. Prevailing Wage. Consultant shall comply with City's Prevailing Wage Ordinance, D.R.M.C. § 20-76 et seq., as such Ordinance may apply to Consultant's activities under this Agreement. The Consultant is prohibited from hiring any subcontractor that is currently debarred by City in accordance with D.R.M.C § 20-77.

E. Advertising and Public Disclosures. Consultant 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 Project Manager. Any oral presentation or written materials related to DEN shall include only presentation materials, work product, and technical data which have been accepted by City, and designs and renderings, if any, which have been accepted by City. The CEO shall be notified in advance of the date and time of any such presentations. Nothing herein, however, shall preclude Consultant's use of this contract and its component parts in GSA form 254 or 255 presentations, or the transmittal of any information to officials of City, including without limitation, the Mayor, the CEO, any member or members of City Council, and the Auditor.

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

In the event of a request to City for disclosure of such information, time, and circumstances permitting, City will make a good faith effort to advise Consultant of such request in order to give Consultant the opportunity to object to the disclosure of any material Consultant may consider confidential, proprietary, or otherwise exempt from disclosure. In the event Consultant objects to disclosure, City, in its sole and absolute discretion, may file an application to the Denver District Court for a determination of whether disclosure is required or exempted. In the event a lawsuit to

compel disclosure is filed prior to City's application, City will tender all such material to the court for judicial determination of the issue of disclosure. In both situations, Consultant agrees it will either waive any claim of privilege or confidentiality or intervene in such legal process to protect materials Consultant does not wish disclosed. Consultant agrees to defend, indemnify, and hold harmless City, its officers, agents, and employees from any claim, damages, expense, loss, or costs arising out of Consultant's objection to disclosure, including prompt reimbursement to City of all reasonable attorney fees, costs, and damages City may incur directly or may be ordered to pay by such court.

G. Examination of Records.

1. In connection with any services performed hereunder on items of work toward which federal funds may be received the City, 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 Consultant which are directly pertinent to a specific grant program for the purpose of making audit, examination, excerpts and transcriptions. Consultant further agrees that such records will contain information concerning the hours and specific services performed along with the applicable federal project number.

2. Consultant agrees until the expiration of three (3) years after the final payment under this Agreement, any duly authorized representative of City, including the CEO, City's Auditor or their representatives, shall have the right to examine any pertinent books, documents, papers and records of Consultant involving transactions related to this Agreement, 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.

H. Use, Possession or Sale of Alcohol or Drugs. Consultant shall cooperate and comply with the provisions of Executive Order 94 and Attachment A thereto concerning the use, possession or sale of alcohol or drugs. Violation of these provisions or refusal to cooperate with implementation of the policy can result in City's barring Consultant from City facilities or participating in City operations.

I. City Smoking Policy. Consultant 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.

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

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

K. Prohibition Against Employment Of Illegal Aliens To Perform Work Under this Agreement.

1. The Agreement is subject to Article 17.5 of Title 8, Colorado Revised Statutes and Den. Rev. Municipal Code 20-90 and the Consultant is liable for any violations as provided in said statute and ordinance.
2. The Consultant certifies that:
 - (a) At the time of its execution of this Agreement, it does not knowingly employ or contract with an illegal alien who will perform work under this Agreement.
 - (b) It will participate in the E-Verify Program, as defined in § 8 17.5-101(3.7), C.R.S., to confirm the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement.
3. The Consultant also agrees and represents that:
 - (a) It shall not knowingly employ or contract with an illegal alien to perform work under the Agreement.
 - (b) It shall not enter into a contract with a subcontractor or subconsultant that fails to certify to the Consultant that it shall not knowingly employ or contract with an illegal alien to perform work under the Agreement.
 - (c) It has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement, through participation in the E-Verify Program.
 - (d) It is prohibited from using either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while performing its obligations under the Agreement and it has complied with all federal requirements regarding the use of the E-Verify program, including, by way of example, requirements related to employee notification and preservation of employee rights.
 - (e) If it obtains actual knowledge that a subcontractor or subconsultant performing work under the Agreement knowingly employs or contracts with an illegal alien, it will notify such subcontractor and City within three days. The Consultant will also then terminate such subcontractor or subconsultant if within three days after such notice the subcontractor or subconsultant does not stop employing or contracting with the illegal alien, unless during such three day period the subcontractor or subcontractor provides information to establish that the subcontractor or subconsultant has not knowingly employed or contracted with an illegal alien.
 - (f) It will comply with any reasonable request made in the course of an investigation by the Colorado Department of Labor and Employment under authority of §8-17.5-102(5), C.R.S. or City Auditor under authority of D.R.M.C. §2090.3.

ARTICLE VIII STANDARD FEDERAL PROVISIONS

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

B. DEN Security. Consultant, its officers, authorized officials, employees, agents, subcontractors, and those under its control, will comply with safety, operational, or security measures required of Consultant or City by the FAA or TSA. If Consultant, its officers, authorized officials, employees, agents, subcontractors or those under its control, fail or refuse to comply with said measures and such non-compliance results in a monetary penalty being assessed against City, then, in addition to any other remedies available to City, Consultant covenants to fully reimburse City any fines or penalties levied against City, and any attorney fees or related costs paid by City as a result of any such violation. This amount must be paid by Consultant within fifteen (15) days from the date of the invoice or written notice.

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

ARTICLE IX CONTRACT DOCUMENTS; ORDER OF PRECEDENCE

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

Appendix A:	Standard Federal Assurances
Exhibit A:	Scope of Work
Exhibit B:	Rates
Exhibit C:	Certificate of Insurance

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

Appendix A
Articles I through X hereof
Exhibit A
Exhibit B
Exhibit C

ARTICLE X CITY EXECUTION OF AGREEMENT

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

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

[SIGNATURE PAGES FOLLOW]

APPENDIX NO. A

STANDARD FEDERAL ASSURANCES AND NONDISCRIMINATION

NOTE: As used below the term "contractor" shall mean and include the Airline, and the term "sponsor" shall mean the "City".

During the term of this contract, the contractor, for itself, its assignees and successors in interest (hereinafter referred to as the "contractor") agrees as follows:

1. Compliance with Regulations. The contractor shall comply with the Regulations relative to nondiscrimination in federally assisted programs of the Department of Transportation (hereinafter "DOT") Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time (hereinafter referred to as the Regulations), which are herein incorporated by reference and made a part of this contract.

2. Nondiscrimination. The contractor, with regard to the work performed by it during the contract, shall not discriminate on the grounds of race, creed, color, sex, national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The contractor shall not participate either directly or indirectly in the discrimination prohibited by section 21.5 of the Regulations, including employment practices when the contract covers a program set forth in Appendix B of the Regulations.

3. Solicitations for Subcontractors, 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 shall be notified by the contractor of the contractor's obligations under this contract and the Regulations relative to nondiscrimination on the grounds of race, color, or national origin.

4. Information and Reports. The contractor shall provide all information and reports required by the Regulations or directives issued pursuant thereto and shall 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 (FAA) to be pertinent to ascertain compliance with such Regulations, orders, and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish this information, the contractor shall so certify to the sponsor of the FAA, as appropriate, and shall set forth what efforts it has made to obtain the information.

5. Sanctions for Noncompliance. In the event of the contractor's noncompliance with the nondiscrimination provisions of this contract, the sponsor shall impose such contract sanctions as it or the FAA may determine to be appropriate, including, but not limited to:

- a. Withholding of payments to the contractor under the contract until the contractor complies, and/or
- b. Cancellation, termination, or suspension of the contract, in whole or in part.

6. Incorporation of Provisions. The contractor shall include the provisions of paragraphs 1 through 5 in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto. The contractor shall take such action with respect to any subcontract or procurement as the sponsor or the FAA may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, however, that in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or supplier as a result of such direction, the contractor may request the sponsor to enter into such litigation to protect the interests of the

sponsor and, in addition, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

7.. NONDISCRIMINATION IN AIRPORT EMPLOYMENT OPPORTUNITIES

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

It is unlawful for airport operators and their lessees, tenants, concessionaires and contractors to discriminate against any person because of race, color, national origin, sex, creed, or handicap in public services and employment opportunities.

Contract Control Number:

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:

By _____

By _____

By _____



Contract Control Number: PLANE-201630024-00

Contractor Name: Atkins North America

By: Barry J. Schulz

Name: Barry J. Schulz
(please print)

Title: COO
(please print)

ATTEST: [if required]

By: David G. Quinn, Sr.

Name: David G. Quinn, Sr.
(please print)

Title: CFO
(please print)



EXHIBIT A
SCOPE OF WORK
PEÑA PROJECT MANAGEMENT TEAM
RFP No. 201630024

I. INTRODUCTION

A. BACKGROUND

The mission of Airport Infrastructure Management (AIM) Development of Denver International Airport (DEN) is to Define, Design, and Build all of the infrastructure and facility improvements and maintenance at DEN. AIM Development has overall responsibility for achieving the best design, to produce the highest quality and safest projects, delivered within budget and completed on-time. AIM is undergoing a 10-year project to expand and rebuild Peña Boulevard. To achieve this objective, AIM Development will be augmenting its staffing through the use of a Project Management Team (PMT) for Peña Boulevard.

B. BUDGET

This contract has a 10-year term with a maximum value of \$22 million. No preliminary budget has been established for the Request for Proposal (RFP); rather, each Task Order issued as a result of this procurement will establish a budget for the individual Task Order.

C. PROJECT DESCRIPTION

1. To execute the Project, DEN intends to engage in separate contracts to work exclusively on the Project. During Phase 1 of the Project, the PMT will work with a design-build team to rebuild Peña Boulevard from Jackson Gap to the Terminal both in bound and out bound. Phase 2 of the Project will work on I-70 to 64th Avenue. Phase 3 will be from Picadilly Bridge to Jackson Gap. Finally, Phase 4 will be from 64th to Picadilly Bridge. The Consultant will be responsible for both the design and construction of these four Phases.
2. DEN has staff and contract firms that will collaborate on the Project in addition to their responsibilities for other work at DEN. These include, but are not limited to; Quality Assurance and Special Inspectors, Material Testers, a Material Testing laboratory, a Geotechnical Engineer, Project Management Support Services, Construction Auditor, and Project Controls. Altogether, the parties assigned to the Project constitute the Project Team.
3. Under this contract the PMT will report directly to the DEN Program Manager as designated by the AIM Senior Director. The PMT shall oversee and direct the project team and assigned DEN and contract personnel. Responsibilities include overall project governance and direction, implementing course corrections as needed. Duties shall focus on project managing, facilitating and measuring effective team integration, making recommendations on adjustments to the Project schedule to reduce risks to the airport, change integration of program or other dynamic needs of the airport, and mitigating corrective action as needed.
4. The PMT will ensure that all DEN standards and requirements are followed and applied to the Project. This process with AIM Development will be documented and managed by the PMT in a timely manner to ensure that comments are resolved in a manner satisfactory to the AIM Senior Director.

5. It is the intention of DEN to develop a Project Team that is co-located, fully collaborative, and dedicated to the success of the Project. All personnel are expected to work well in a team environment.
6. The PMT will develop the Project Management Plan, Project Charter, and conduct tollgate meetings with the templates available through AIM Development.

II. SCOPE OF SERVICES

The Consultant will be a principle source of management of the major reconstruction work on Peña Boulevard in the Landside Engineering office. The Project Management Team (PMT) will be responsible for overseeing the design and construction of the upcoming reconstruction of Peña Boulevard. Specific scopes of services will be described in any and all subsequent Task Orders issued.

Assignments will be made on an “as-needed basis”. A task assignment may be a requirement for completion of a project phase or may extend through the full project lifecycle. Project phases include: Define, Design, Build, and Close-out. Given the nature of these assignments, the Consultant is expected to be capable of expeditiously providing the various services outlined below.

A. PROGRAM MANAGEMENT

Project Controls and Reporting

1. Follow DEN’s current project controls system, which includes the use of Microsoft Office programs (Word, Excel, PowerPoint, etc.), AutoCAD, Oracle Primavera Unifier, Primavera P6 EPPM and Professional, and Microsoft SharePoint applications. All deliverables and reports shall be in electronic format compatible with DEN’s current software applications. Reporting will follow the current Project Management Guidelines (PMG).
2. The Consultant may be required to provide detailed program information for each phase of a project, such as:
 - a. Monthly Cost Reporting, including preparation of monthly cost and budget reports, monitoring project costs and payments to contractors, and other cost reports as may be required by DEN.
 - b. Weekly and Monthly Schedule Reporting, including monitoring progress in relationship to the existing baseline schedules, preparing schedule reports, and providing schedule recovery recommendations to the DEN team.
 - c. Monthly Progress Reports which may be required in a variety of forms so that varying levels of details are communicated to different management levels within DEN. Provide reports monthly, quarterly, annually, or at other frequencies required by DEN.
3. Project Budget and Estimating Services, the Consultant shall be prepared to support DEN financial analyses by performing the following:

-
- a. Review project hard and soft cost budget estimates, resulting in the establishment of a project baseline budget.
 - b. Analyzing financial consequences of design alternatives, alternatives resulting from value engineering reviews of design and construction techniques, and costs due to site and schedule constraints.
4. Document Control Services
 - a. The Consultant shall maintain files of all project documentation in an integrated, accessible electronic format with a hard copy stored in a retrievable system. This shall include all applicable systems DEN elects to employ, including Oracle Primavera Unifier.
 - b. The Consultant shall maintain status logs of project documents such as design activities and status, requests for information, submittals, substitution requests, with decision and action logs.
 5. Project Coordination
 - a. The Consultant shall assist DEN staff with project coordination and development efforts with DEN stakeholders, airlines, agencies and other stakeholders, as required and directed by DEN.
 - b. The Consultant shall assist with the establishment, implementation, and modification of project administrative procedures.
 - c. The Consultant shall implement and support an Action Item system to track key project activities.
 - d. The Consultant shall coordinate and document stakeholder programming and design review input.

B. DEFINE

1. The Consultant shall procure planning and programming studies, which may include special engineering studies and reports such as condition assessments, geotechnical investigations, etc. as directed by DEN.
2. Prepare the Define Tollgate – Following the PMG, prepare the Define Tollgate for presentation to Management and Stakeholders.
3. Soliciting Requests for Proposal – Following the PMG, prepare documentation for soliciting RFP's for design and/or construction services. Prepare documentation for the design-build RFP and manage the review of the ATC (Alternative Technical Concepts) process.
4. Prepare Documents for Management Review & Approval – Prepare documentation and presentation materials for CPC (Capital Planning Committee), Executive Committee and for presentation to Denver City Council. Presentations may be managed by the Consultant.
5. The Consultant shall coordinate with all relevant stakeholders to refine programming requirements and scope of work.

6. The Consultant shall prepare and present project reporting as required by the PMG, this shall include, but shall not be limited to, tollgate presentations, presentations to Executive Management and City Council, 4-square updates and P6 updates as required by DEN.

C. DESIGN

1. The Consultant shall procure design services by RFP for upcoming projects.
2. The Consultant shall coordinate with all relevant stakeholders to refine the project requirements.
3. The Consultant shall manage the scope and finances of the design work to ensure the design is completed on time and within budget as accepted by the stakeholders and AIM Senior Director in Design and Build tollgates.
4. The Consultant will assure proper coordination and documentation of design decisions made on the project with agreed upon design decision form signed by the Program Manager and AIM Senior Director.
5. Document and assist in the permit process.
6. The Consultant will ensure that the Designer of Record has completed the design adhering to all applicable requirements.
7. The Consultant shall review construction documents with designated DEN Subject Matter Experts (SMEs), for constructability, impact to DEN operations, and consistency with the project schedule.
8. Meeting Attendance – Attend regular and impromptu meetings to gather information for schedule updating, reporting, and negotiating, or as directed.
9. Report Creation – Provide consistent and coordinated reporting and administrative documentation. Keep accurate and detailed project records using AIM Development systems. Prepare reports that may be required in the format and frequency requested by the AIM Senior Director or designated authority.

D. CONSTRUCTION

1. The Consultant shall review construction documents for constructability, impact to DEN operations, and consistency with the project schedule.
2. The Consultant shall review construction work plans and make recommendations.
3. The Consultant shall provide training and assist in the ongoing needs of the full-time, on-site inspectors for design-build projects.
4. The Consultant shall review construction quality assurance/quality control plans.

5. The Consultant shall monitor environmental inspection for Contractor's compliance with environmental regulations. This will be done in coordination with AIM Sustainability.
6. The Consultant shall manage and review for contract and code compliance, the submission of samples, shop drawings, Operation & Maintenance (O&M) manuals, and other submittals between Consultants and DEN. The Consultant shall maintain a log of all submittals.
7. The Consultant shall identify problems encountered in accomplishing the Work and recommend appropriate action to DEN in order to resolve problems with a minimum effect on the timely completion of the project(s).
8. The Consultant shall use Unifier to maintain a log of any requests for information and shall prepare DEN non-technical responses.
9. The Consultant shall review progress pay application requests for accuracy and recommend approval.
10. The Consultant shall review design/construction reports, as-built drawings, and other construction documentation and ensure information is captured in the DEN record keeping system.
11. The Consultant shall run and/or attend all project related meetings and prepare meeting minutes. The Consultant shall review and communicate information presented to Airport managers and all attendees.
12. The Consultant shall monitor compliance by all Airport Consultants of all contract terms and conditions including, but not limited to, CCD General Conditions, certified payroll, labor standards, drug policy, security requirements, site cleanliness, and safety.
13. The Consultant shall administer, with DEN Project Controls, the evaluation and negotiation of change orders and prepare and process change orders for contract modifications.

E. CLOSEOUT

1. The Consultant shall conduct final inspections prior to project acceptance, notify DEN in a timely manner of the results of those inspections, and administer acceptance procedures and tests for each phase of the projects.
2. The Consultant shall review design/construction reports, as-built drawings, and other construction documentation and ensure information is captured in the DEN record keeping system.
3. The Consultant shall perform projects closeout activities.
4. The Consultant shall ensure that project as-built requirements have been met.
5. The Consultant shall support dispute, and/or claim resolution analysis and reconciliation efforts.

F. CONTRACT ADMINISTRATION SUPPORT

Provide general contract administrative support in the form of staffing and personnel experienced in the administration of public sector contracts, as needed. This is considered a key role in ensuring timely contract management and payment of Consultants/Contractors.

III. FIRM EXPERTISE AND CAPABILITIES

The Consultant must demonstrate considerable expertise in the management of traditional design and construction, as well as design-build projects with a specific knowledge of the transportation industry. The Consultant shall be able to provide expertise in procuring design, construction, and design-build contracts. The Consultant shall have a proven track record of stakeholder engagement and coordination.

Areas of expertise and direct experience include, but are not limited to:

- Procurement of Traditional Design and Construction Contracts
- Procurement of Design-Build Contracts
- Management of the Design-Build Process
- Management of Design Contracts
- Management of Traditional Construction Contracts
- Project Performance Measurement
- Risk and Contingency Management
- Management of Programs
- Oracle Primavera Unifier
- Value Engineering and Analysis
- Business Process Management
- Procurement and Contract Management
- Contract Administration
- Electronic Document Control System Development and Maintenance
- Document Management
- Economic and Financial Analysis
- Knowledge of CDOT M&S Standards and Specifications
- Knowledge of the CCD Yellow Book

IV. COMPENSATION OF CONSULTANT'S PERSONNEL

A. GENERAL COORDINATION AND ADMINISTRATION OF CONSULTANT'S WORK

1. The Consultant agrees that they shall provide no services until directed by the AIM Senior Director, and that the AIM Senior Director may in such direction specify a project or projects for which the services are to be performed, whether the said services are to be performed using full time or part time employment of one or more persons, and whether the said services are to be performed with respect to the entire project or projects or specified parts thereof. The AIM Senior Director's determinations with respect to the amounts of time and number of personnel assigned to one or more projects will be controlling with regard to the amounts of compensation due to the Consultant for such services under this Agreement. The AIM Program Manager will approve time accrued by each employee and manage a budget for overtime.

2. Consultant shall follow the AIM's direction and procedures for coordinating and administering its services under the terms of this Agreement. To facilitate this coordination, the Consultant shall serialize all correspondence associated with its performance under this Agreement and shall maintain correspondence logs in accordance with instructions received from the AIM Senior Director. Prior to the first invoice the Consultant shall submit to the Senior Director's authorized representative, its proposed method of correspondence control which it shall immediately institute upon approval.
3. Following receipt of a fully executed Agreement, the Consultant shall meet with the Senior Director, designated AIM employees, and others, in order that the appropriate employees and/or Sub-consultants of the Consultant obtain an adequate and complete understanding of AIM's goals, needs, and requirements for all assigned tasks, and therefore may properly execute task(s).
4. The Consultant shall maintain adequate staff. It is the Consultant's responsibility to provide and maintain competent full-time staff on an as-needed basis.
5. The Consultant agrees that all personnel whom it assigns to any project or projects under this Agreement shall be approved in writing by the Senior Director prior to commencing their duties under this Agreement, and AIM reserves the right to accept or reject any proposed personnel and to require the removal, reassignment, or addition of personnel, as the Senior Director in his/her discretion directs.
6. Prior to permitting any person to commence work, the Consultant shall submit the names and qualifications of each person including their proposed hourly wage, for approval to the Senior Director. At the discretion of the Senior Director, the proposed person shall be made available for an interview.
7. The Consultant shall not remove or reassign any approved personnel assigned to DEN and performing work under the Agreement without the express written approval of the Senior Director.
8. The Consultant will manage Textura with DEN BMS for processing of payments to the Design team and CM/GC team. The AIM Senior Director will have final signatory authority.

B. QUALIFICATIONS OF CONSULTANT'S PERSONNEL

1. The successful Consultant and Sub-consultants will provide qualified personnel for all the disciplines required to fill necessary positions or complete assigned projects through the term of the Agreement. The Consultant shall be represented by a Program Manager, who shall be the operational point of contact with the Senior Director or designated authority. The Program Manager will be experienced and highly qualified in the procurement and prosecution of design, construction and the delivery of design-build roadway projects. The Consultant will provide an organization chart per task, defining what staff they intend to co-locate with DEN to successfully execute the project.
2. The Consultant agrees that all personnel provided by it to perform services under this Agreement shall be, and shall remain during the time of their employment, competent and completely and fully qualified for the duties to which they are assigned. Consultant employees shall meet minimum industry standard qualifications for their assignment. These qualifications set out are not intended as limitations on the maximum qualifications for each

such position or function. The Senior Director reserves the right to require the Consultant to provide personnel with additional qualifications for additional types of duties to be performed by the Consultant's personnel assigned to DEN. The Consultant shall provide a detailed description of their company's approach to filling skill requirements. Please provide a detailed description of your company's candidate vetting process.

3. The qualifications for certain specific duties are set out in Section V to this Exhibit. Following is a list of the more common positions filled by this contract. This list identifies the Career Service Authority (City and County of Denver) title, personnel classification number and the maximum base hourly wage rate for the respective position. The City may update the maximum hourly base wages per CSA Rules.

Title	Maximum Hourly Wage Rate
Program Manager	\$48.46
Project Manager II – CE 2294	\$59.12
Project Manager I – CE2291	\$51.73
Senior Engineer – CE0437	\$63.20
Engineer – CE0397	\$51.73
Staff Engineer – CE0437	\$42.35
Administrative Assistant – CC1507	\$25.95
Contract Administrator – CA0751	\$39.67

C. EQUIPMENT / VEHICLES & CARTS / SMART PHONES

1. The City will provide all equipment deemed necessary by the Senior Director for the Consultant's personnel to perform their job duties with the exception of vehicles, electric powered carts, safety toed safety boots, and smart phones.
2. The City provided equipment will include standard PPE (including hard hats, vests, eye protection and hearing protection, excluding safety toed safety boots and any personnel PPE such as, but not limited to, prescription eye protection or custom hearing protection.) DEN may provide computers, tablets, and fax and copy machines on an as needed basis as determined by the Senior Director. The City will also provide office space, office supplies, and parking as needed. In the event that specialty PPE is needed to perform the task assigned such as harnesses, lanyards and arresting gear the Consultant shall provide this equipment after receiving written approval by the Senior Director. The Consultant will be reimbursed the approved rental or purchase price of this equipment.
3. Vehicles and electric powered carts shall be provided by the Consultant for those Consultant employees approved for vehicles and carts by the Senior Director. All vehicles shall be midsize SUVs or midsize pickup trucks depending on the job duties of the employee and with the approval of the Senior Director. Carts shall be electric powered and capable of carrying four people. All vehicles and carts shall be equipped with a yellow SAE Class I strobe light attached to the top of the vehicle. Vehicles shall also meet all DEN, FAA and TSA requirements to access the airfield.
4. All costs related to the vehicles and carts meeting these requirements shall not be included in the multiplier but shall be included in a monthly cost to the City. Monthly vehicle and cart

costs shall be divided into different billing line items. There shall be separate billing line items for full time vehicles and carts. In addition, there shall be separate billing line items for project assigned vehicles and carts. All monthly costs shall include, but are not limited to, maintenance, fuel, insurance, rental or purchasing agreements and repairs.

5. Mileage incurred on DEN property shall be considered incidental to the monthly costs. Mileage off DEN property shall be approved, in advanced by the Senior Director, and shall be reimbursed at the current federal rate per mile.
6. The Consultant shall ensure that all employees assigned work that requires safety toed safety boots, per OSHA regulations possess such boots. This cost shall be included in the multiplier. In addition, it shall be a requirement of continued work at DEN that these employees wear these boots in every instance which is required.
7. The Consultant shall provide, for each employee assigned to this contract, a Smart Phone with service for voice communications, text messaging, and email. This cost shall be included in the multiplier.
8. The City shall provide reimbursement for the Consultant, at cost, for the Consultant's reasonable and necessary expenses incurred in obtaining DEN access badges, vehicle permits, and parking for its employees and all subconsultant employees who perform services under this Agreement. Consultant's and subconsultants' employees assigned to work at DEN shall be provided regular employee parking.

V. CSA CLASSIFICATIONS

Found on the following pages.



Project Manager II

Class Code:
CE2294

Bargaining Unit: Career Service

DENVER[®]
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER
Established Date: Sep 23, 2007
Revision Date: Jan 31, 2010

SALARY RANGE

\$36.95 - \$59.12 Hourly
\$2,955.88 - \$4,729.42 Biweekly
\$6,404.42 - \$10,247.08 Monthly
\$76,853.00 - \$122,965.00 Annually

GENERAL STATEMENT OF DUTIES:

Performs advanced professional level project management work on complex, multifaceted projects from inception to completion including the management and coordination of projects that have city-wide impact and requires a global, strategic understanding of city agencies and city policies, standards, and systems.

DISTINGUISHING CHARACTERISTICS:

This class performs advanced professional level project management work on complex, multifaceted projects from inception to completion including the management and coordination of projects that have city-wide impact. This class is distinguished from the Project Manager I that performs professional level project management work on projects from inception to completion by managing and coordinating departmental projects which includes organizing, administering, and monitoring one or more projects. Additionally, a Project Manager I is distinguished from a Project Manager II in that a Project Manager II is responsible for complex, multi-million dollar projects that involve coordination with a number of external and internal organizations. The Project Manager II is distinguished from the Senior Engineer that performs full performance professional project management work involving major projects or programs in design, plan review, regulatory compliance, and/or construction characterized by size and scope with multiple considerations and application of intensive and diversified knowledge of engineering principles and practices. The Project Manager II is distinguished for the Program Manager that performs professional and supervisory work over program staff, provides leadership, program direction, and long range and short term planning for the program area(s), directs program design, policy development, and performance criteria for program operations, and makes budgetary and resource allocation decisions.

Project Management Definition: Project management is a carefully planned and organized effort to accomplish a specific one-time effort/endeavor and undertaken to achieve a particular aim. Project management includes developing a project plan, defining project goals and objectives, specifying tasks, how goals will be achieved, and what resources are needed, and associating budgets and timelines for completion. It also includes implementing the project plan along with careful controls to stay on the "critical path" that is to ensure the plan is being managed according to plan. Project management usually follows major phases including feasibility study, project planning, implementation, evaluation, and support/maintenance.

Matrix Management: Is defined as a style of management where an individual reports to a supervisor and a team leader, one functional and one operational. This is a common practice for project management where an employee reports to her/his assigned supervisor and reports to a team leader/project manager on operational project issues. The employee's supervisor still has overall

responsibility for performing the elements of supervision including performance evaluation and approving leave time and the team leader is responsible for performing the elements of lead work while the employee is assigned to a specific project.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally in the form of stated objectives only, with issues and factors largely undefined, requiring the employee to exercise creativity and ingenuity in devising criteria, techniques, strategy, and methodologies for approaching assigned projects.

Duties performed involve concepts, theories, and concrete factors to be evaluated and weighed requiring a high degree of analytical ability, independent judgment, and decision-making.

Work assignment is generally unstructured and employee is responsible for organizing complex, varied, and simultaneous coordination of several projects in various stages of completion.

Level of Supervision Received and Quality Review:

Under managerial direction, the employee has personal accountability for carrying out the work objectives of an organizational unit or section within the scope of established guidelines and the mission of the agency or department. Employee is expected to resolve problems that arise in the normal course of the work. Work may be discussed with higher level supervisors and reviewed for soundness of judgment and feasibility of decisions.

Interpersonal Communications and Purpose:

Contacts of a remedial nature involving the resolution of problems and where some degree of discretion and judgment are required in carrying out a major project(s) of the organization.

Level of Supervision Exercised:

Matrix manages and/or coordinates the work of consultants/contractors and other employees who are assigned to specific projects.

By position, perform lead work.

By position, supervises technical staff.

ESSENTIAL DUTIES:

Performs project management work by managing, coordinating, and directing large, complex, multi-disciplinary development, redevelopment, and capital improvement projects including project initiation, development, production/execution, and closing/maintenance and project coordination with city departments, elected officials, affected community and business organizations, and other internal/external stakeholders.

Consults with managers, elected officials, and stakeholders to determine and establish project plans and goals, formulates and defines scope of work and objectives, and develops project work plans including time frames, funding limitations, contract costs, risk factors, staffing requirements, and allotment of available resources to various phases of a project.

Reviews project design(s) and schematics for quality, technical competence, and code and standards compliance, monitors the progress and quality of a project, and resolves problems and project barriers by identifying strategies and approaches to overcome barriers.

Develops project budgets, schedules, work plans, and cost estimates/projections, administers and monitors contracts including contract negotiation and preparation of contract recommendations, and monitors projects for conformance to approved plans and contract specifications.

Prepares pre-bid materials defining scope of work and related information necessary for request for qualifications (RFQ) and request for proposals (RFP), sets up selection board; responds to questions concerning the project and/or contract(s); reviews bids, and prepares recommendation(s).

Develops a communication plan and related project status reports for key stakeholders and provides updates on project activities and information on risks and mitigation strategies.

Prepares and monitors the budget for project planning, design, regulatory, and/or construction phases, recommends project budget needs for annual appropriations, and ensures project deliverables stay on-time, on-target, and on-budget.

Interacts with utility companies, city agencies/departments, and other governmental agencies to obtain necessary permits and clearances and to ensure regulatory compliance.

Matrix manages and/or coordinates and directs the work of consultants and related personnel who have been assigned responsibility for various projects and/or portions of a project and defines and manages the overall change control processes and quality assurance aspects of the project to ensure project success.

Performs other related duties as assigned.

.....
 Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

COMPETENCIES, KNOWLEDGE, SKILLS:

Project Management – Applies principles, methods, or tools for developing, scheduling, coordinating, monitoring, evaluating, and managing projects and resources including technical performance.

Public Planning – Knowledge of functions, principles, methods, and techniques of public planning including those related to community planning, outdoor recreation planning, and natural resource management such as demand forecasting, environmental impact analysis, financial forecasting, and land use planning and zoning

External Awareness – Identifies and understands economic, political, and social trends that affect the organization.

Technical Competence – Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job, works with, understands, and evaluates technical information related to the job, and advises others on technical issues.

Strategic Thinking – Formulates effective strategies, determines objectives, and sets priorities and anticipates potential threats or opportunities.

Vision – Understands where the organization is headed and how to make a contribution, takes a long-term view, and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.

Decision Making – Makes sound, well-informed, and objective decisions, perceives the impact and implications of decisions, commits to action even in uncertain situations to accomplish program goals, and causes change.

Reasoning – Identifies rules, principles, or relationships that explain facts, data, or other information, analyzes information, and makes correct inferences or draws accurate conclusions.

Financial Management – Prepares, justifies, and/or administers the budget for project area, plans, administers, and monitors expenditures to ensure cost-effective support of project policies, and assesses financial conditions.

Influencing/Negotiating – Persuades others to accept recommendations, cooperate, or change their behavior, works with others toward an agreement, and negotiates to find mutually acceptable solutions.

Planning and Evaluating – Organizes work, sets priorities, and determines resource requirements, determines short- or long-term goals and strategies to achieve them, coordinates with other organizations or parts of the organization to accomplish goals, and monitors progress and evaluates outcomes.

Risk Management – Knowledge of the principles, methods, and tools used for risk management and mitigation including assessment of failures and their consequences.

Interpersonal Relationship and Service Orientation – Demonstrated competency in working with a wide range of government departments with diverse business needs, interests, expectations, and requirements.

Oral Communication – Clearly communicates and explains organizational and program policies and work assignments to staff and communicates information about the program area's activities to peers, higher-level managers, administrative staff of other organizations, and internal and external customers.

Written Communication – Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner appropriate for context, time, and place. Written materials are of a routine nature and affect the immediate program area(s).

Interpersonal Skills – Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff from other organizations, internal and external customers, and local stakeholder groups to accomplish a program's mission. Adapts approach to different people and situations.

Teamwork – Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

Conflict Management – Manages and resolves conflicts, grievance, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Problem Solving – Identifies problems, determines accuracy and relevance of information, uses sound judgment to generate and evaluate alternatives, and makes recommendations.

Performance Assessment – Knowledge of the principles, methods, and tools for conducting performance assessment to enhance and validate project performance and user acceptance.

Diversity – Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce.

Integrity/Honesty – Contributes to maintaining the integrity of the organization, displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, and is trustworthy.

Knowledge of methods, principles, and tools for managing projects including acquisition and procurement management.

Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.

Knowledge of various types of contracts, techniques for contracting and procurement, contract negotiation, and administration.

Knowledge of supervisory theories and methods sufficient to be able to perform a variety of lead work functions.

MINIMUM QUALIFICATIONS:

Education Requirement:

Occupational Group	Minimum Education Requirement
Professional Group	Baccalaureate Degree in Business, Management, Public Administration, or a related field.
Engineering and Science Group	Baccalaureate Degree in Landscape Architecture, Architecture, Engineering, Project Management, or a related field.
Fiscal Group	Baccalaureate Degree in Finance, Economics, Accounting, or a related field.

Experience Requirement:

Three years of professional project management experience in the related occupational group including planning, managing, and scheduling projects and preparing and reviewing contract documents.

Education/Experience Equivalency:

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

Licensure and/or Certification:

By position, requires a valid driver's license.

WORKING CONDITIONS:

Physical Demands:

Sitting: remaining in the normal seated position.
 Carrying: transporting an object usually by hand, arm, or shoulder.
 Balancing: maintaining body equilibrium to prevent falling over.
 Reaching: extending the hand (s) and arm(s) in any direction.
 Handling: seizing, holding, grasping, or otherwise working with hand(s).
 Fingering: picking, pinching, or otherwise working with fingers.
 Talking: expressing or exchanging ideas by means of spoken words.
 Hearing: perceiving the nature of sounds by the ear.
 Repetitive motions: making frequent movements with a part of the body.
 Eye/hand/foot coordination: performing work through using two or more.
 Far Acuity: ability to see clearly at 20 feet or more.
 Near Acuity: ability to see clearly at 20 inches or less.
 Dept Perception: ability to judge distance and space relationships.
 Field of Vision: ability to see peripherally.
 Color Vision: ability to distinguish and identify different colors.
 Accommodation: ability to adjust vision to bring objects into focus.

Working Environment:

Pressure due to multiple calls and inquiries.
 Subject to many interruptions.

Subject to varying and unpredictable situations.

Subject to long irregular hours.

CLASS DETAIL:

FLSA CODE: Exempt

ESTABLISHED DATE: 09/23/2007

REVISED DATE: 01/31/2010

DEVELOPED BY: Patricia Anderson

CLASS HISTORY This is a new class. The Parks and Recreation Project Manager will be consolidated into this class.

1/2010 – The definition of Matrix Management was added to the class specification in the Distinguishing Characteristics Section.

03/2013 – Updated Level of Supervision Exercised



Project Manager I

Class Code:
CE2291

Bargaining Unit: Career Service

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THE MILE HIGH CITY

CITY AND COUNTY OF DENVER
Established Date: Sep 23, 2007
Revision Date: Jan 31, 2010

SALARY RANGE

\$32.33 - \$51.73 Hourly
\$2,586.62 - \$4,138.58 Biweekly
\$5,604.33 - \$8,966.92 Monthly
\$67,252.00 - \$107,603.00 Annually

GENERAL STATEMENT OF DUTIES:

Performs professional level project management work on projects from inception to completion by managing and coordinating departmental projects which includes organizing, administering, and monitoring one or more projects.

DISTINGUISHING CHARACTERISTICS:

This class performs professional level project management work on projects from inception to completion including the management and coordination of departmental projects. This class is distinguished from a Project Manager II that performs advanced professional level project management work on complex, multifaceted projects from inception to completion including the management and coordination of projects that have city-wide impact and requires a global, strategic understanding of city agencies and city policies, standards, and systems. Additionally, a Project Manager II is distinguished from a Project Manager I in that a Project Manager II is responsible for complex, multi-million dollar projects that involve coordination with a number of external and internal organizations. The Project Manager I class is distinguished for a Program Manager that performs professional and supervisory work over program staff, provides leadership, program direction, and long range and short term planning for the program area(s), directs program design, policy development, and performance criteria for program operations, and makes budgetary and resource allocation decisions.

Project Management Definition:

Project management is a carefully planned and organized effort to accomplish a specific one-time effort/endeavor and undertaken to achieve a particular aim. Project management includes developing a project plan, defining project goals and objectives, specifying tasks, determining how goals will be achieved and what resources are needed, and associating budgets and timelines for completion. It also includes implementing the project plan along with careful controls to stay on the "critical path" that is to ensure the plan is being managed according to the plan. Project management usually follows major phases including project planning, implementation, evaluation, and support/maintenance.

Matrix Management is defined as a style of management where an individual reports to a supervisor and a team leader, one functional and one operational. This is a common practice for project management where an employee reports to her/his assigned supervisor and reports to a team leader/project manager on operational project issues. The employee's supervisor still has overall responsibility for performing the elements of supervision including performance evaluation and approving leave time and the team leader is responsible for performing the elements of lead work while the employee is assigned to a specific project.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under administrative supervision, the employee has personal accountability for carrying out an assigned project(s) within the scope of established guidelines and objectives and is expected to resolve problems that arise in the normal course of the work. Completed work is generally reviewed for soundness of judgment, conclusion, adequacy, and conformance to policy.

Interpersonal Communications and Purpose:

Contacts of a remedial nature involving the resolution of problems and where some degree of discretion and judgment are required in carrying out a project(s) of the organization.

Level of Supervision Exercised:

By position, matrix manages and/or coordinates the work of consultants/contractors and other employees who are assigned to specific projects.

By position, perform lead work.

By position, supervises technical staff.

ESSENTIAL DUTIES:

Performs project management work by managing, coordinating, and directing development, redevelopment, and capital improvement projects for a department including project coordination with city departments, affected community and business organizations, and/or other stakeholders.

Confers with management in order to maintain established project plans and goals, scope of work, and project work plans including time frames, funding limitations, contract costs, risk factors, and allotment of available resources to various phases of a project.

Reviews projects for code and standards compliance, monitors the progress and quality of a project, and resolves problems and project barriers by identifying strategies and approaches to overcome barriers.

Tracks schedules, work plans, and cost estimates/projections and monitors projects for conformance to approved plans and contract specifications.

Assists or participates in preparing pre-bid materials defining scope of work and related information necessary for request for qualifications (RFQ) and request for proposals (RFP) and responding to questions concerning the project and/or contract(s).

Prepares and communicates project status reports for key stakeholders and provides updates on project activities and information on risks and mitigation strategies.

Monitors the budget for project planning, design, regulatory, and/or construction phases and ensures project deliverables stay on-time, on-target, and on-budget. .

Interacts with utility companies, city agencies/departments, and other governmental agencies to obtain necessary permits and clearances and to ensure regulatory compliance.

By position, matrix manages and/or coordinates the work of consultants and/or related personnel who have been assigned responsibility for various projects and/or portions of a project and defines and manages the overall change control processes and quality assurance aspects of the project to ensure project success.

Performs other related duties as assigned.

.....
Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.
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COMPETENCIES, KNOWLEDGE, SKILLS:

Project Management – Applies principles, methods, or tools for developing, scheduling, coordinating, monitoring, evaluating, and managing projects and resources including technical performance.

Technical Competence – Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job, works with, understands, and evaluates technical information related to the job, and advises others on technical issues.

Vision – Understands where the organization is headed and how to make a contribution, takes a long-term view, and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.

Decision Making – Makes sound, well-informed, and objective decisions, perceives the impact and implications of decisions, commits to action even in uncertain situations to accomplish program goals, and causes change.

Reasoning – Identifies rules, principles, or relationships that explain facts, data, or other information, analyzes information, and makes correct inferences or draws accurate conclusions.

Influencing/Negotiating – Persuades others to accept recommendations, cooperate, or change their behavior, works with others toward an agreement, and negotiates to find mutually acceptable solutions.

Planning and Evaluating – Organizes work, sets priorities, and determines resource requirements, determines short- or long-term goals and strategies to achieve them, coordinates with other organizations or parts of the organization to accomplish goals, and monitors progress and evaluates outcomes.

Interpersonal Relationship and Service Orientation – Demonstrated competency in working with a wide range of government departments with diverse business needs, interests, expectations, and requirements.

Oral Communication – Clearly communicates and explains organizational and program policies and work assignments to staff and communicates information about the program area's activities to peers, higher-level managers, administrative staff of other organizations, and internal and external customers.

Written Communication – Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner appropriate for context, time, and place. Written materials are of a routine nature and affect the immediate program area(s).

Interpersonal Skills – Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff from other organizations, internal and external customers, and local stakeholder groups to accomplish a program's mission. Adapts approach to different people and situations.

Risk Management – Knowledge of the principles, methods, and tools used for risk management and mitigation including assessment of failures and their consequences.

Teamwork – Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

Conflict Management – Manages and resolves conflicts, grievance, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Problem Solving – Identifies problems, determines accuracy and relevance of information, uses sound judgment to generate and evaluate alternatives, and makes recommendations.

Performance Assessment – Knowledge of the principles, methods, and tools for conducting performance assessment to enhance and validate project performance and user acceptance.

Diversity – Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce.

Integrity/Honesty – Contributes to maintaining the integrity of the organization, displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, and is trustworthy.

Knowledge of methods, principles, and tools for managing projects including acquisition and procurement management.

Knowledge of supervisory theories and methods sufficient to be able to perform a variety of lead work functions.

MINIMUM QUALIFICATIONS:

Education Requirement:

Occupational Group	Minimum Education Requirement
Professional Group	Baccalaureate Degree in Business, Management, Public Administration, or a related field.
Engineering and Science Group	Baccalaureate Degree in Landscape Architecture, Architecture, Engineering, Project Management, or a related field.
Fiscal Group	Baccalaureate Degree in Finance, Economics, Accounting, or a related field.

Experience Requirement:

Two years of professional project management experience in the related occupational group including coordinating, administering, and monitoring projects.

Education/Experience Equivalency:

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

In the Engineering and Science Occupational Group, two years of experience at the type and level of Project Inspector may be substituted for the minimum experience requirement.

Licensure and/or Certification:

By position, requires a valid driver's license.

WORKING CONDITIONS:

Physical Demands:

- Sitting: remaining in the normal seated position.
- Carrying: transporting an object usually by hand, arm, or shoulder.
- Balancing: maintaining body equilibrium to prevent falling over.
- Reaching: extending the hand (s) and arm(s) in any direction.
- Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.
Talking: expressing or exchanging ideas by means of spoken words.
Hearing: perceiving the nature of sounds by the ear.
Repetitive motions: making frequent movements with a part of the body.
Eye/hand/foot coordination: performing work through using two or more.
Far Acuity: ability to see clearly at 20 feet or more.
Near Acuity: ability to see clearly at 20 inches or less.
Depth Perception: ability to judge distance and space relationships.
Field of Vision: ability to see peripherally.
Color Vision: ability to distinguish and identify different colors.
Accommodation: ability to adjust vision to bring objects into focus.

Working Environment:

Pressure due to multiple calls and inquiries.
Subject to many interruptions.
Subject to varying and unpredictable situations.
Subject to long irregular hours.

CLASS DETAIL:

FLSA CODE: Exempt

ESTABLISHED DATE: 09/23/2007

REVISED DATE: 01/31/2010

ESTABLISHED BY: Patricia Anderson

CLASS HISTORY This is a new class.
1/2010 – The definition of Matrix Management was added to the class specification in the Distinguishing Characteristics Section.

03/2013 – Updated Level of Supervision Exercised



Senior Engineer

Class Code:
CE0431

Bargaining Unit: Career Service

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THE MILE HIGH CITY

CITY AND COUNTY OF DENVER
Established Date: Sep 16, 1995
Revision Date: Mar 21, 2010

SALARY RANGE

\$39.50 - \$63.20 Hourly
\$3,159.85 - \$5,055.77 Biweekly
\$6,846.33 - \$10,954.17 Monthly
\$82,156.00 - \$131,450.00 Annually

GENERAL STATEMENT OF DUTIES:

Performs full performance professional engineering work on a variety of complex engineering assignments with emphasis placed upon the application of engineering mathematics, principles, and practices in all phases of major engineering projects/assignments.

DISTINGUISHING CHARACTERISTICS:

This class performs full performance professional engineering work on a variety of complex engineering assignments. This class is distinguished from the Engineer class that performs intermediate level professional engineering work on a variety of engineering assignments with emphasis placed upon the application of engineering mathematics, principles, and practices on moderately difficult engineering projects/assignments. The Senior Engineer class is also distinguished from the Engineer/Architect Specialist class that performs specialized, advanced professional engineering/architectural work in one or more of the following areas: 1) project management work on complex, multifaceted projects from inception to completion including the management and coordination of projects that have city-wide impact and requires a global, strategic understanding of city agencies and city policies, standards, and systems; 2) identifies the department's engineering needs by initiating analytical studies to improve operating efficiency and meet city, federal, and state regulatory mandates; 3) responsible for engineering quality control involving all components of the department's complex engineering programs; 4) monitors, evaluates, and modifies existing department engineering programs, systems, and processes for optimum efficiency and changing objectives and participates in strategic planning activities; 5) functions as the city-wide technical expert in one or more functional areas.

Incumbents in the Senior Engineer classification may perform **lead work** over other engineers and technical employees and may perform **supervision** over Engineers, Staff Engineers, or technical support staff. This is distinguished from the Engineer/Architect Supervisor that performs professional and supervisory work over professional, licensed engineers and architects, develops, implements, and evaluates engineering plans, work processes, systems, and procedures to achieve annual goals and objectives, and makes budgetary decisions and resources allocation decisions.

Lead work is defined as intermittent or regular performance of some of the elements of supervision which occupies between 20% and 50% of an employee's work time. Lead work is in addition and secondary to the non-supervisory duties performed by the employee. Final accountability remains with

the supervisor delegating the lead work assignment. Elements of lead work include: determining priorities, assigning and reviewing work, training employees, and resolving problems.

Supervision is defined as a classification level in which most of the elements of supervision are performed over 50% of the time. A supervisor has the primary responsibility for arranging and directing the work of two or more employees, usually at a specified classification level, for the major part or 50% of total job time, by performing some combination of supervisory elements. A Senior Engineer may be assigned to supervise Engineers, Staff Engineers, and technical support staff but should not supervise other Senior Engineers. **Supervision should not be a predominant duty of a Senior Engineer.**

Matrix Management is defined as a style of management where an individual reports to a supervisor and a team leader, one functional and one operational. This is a common practice for project management where an employee reports to her/his assigned supervisor and reports to a team leader/project manager on operational project issues. The employee's supervisor still has overall responsibility for performing the elements of supervision including performance evaluation and approving leave time and the team leader is responsible for performing the elements of lead work while the employee is assigned to a specific project.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under administrative supervision, the employee has personal accountability for carrying out an assigned function, program, or project within the scope of established guidelines and objectives and is expected to resolve problems that arise in the normal course of the work. Completed work is generally reviewed for soundness of judgment, conclusion, adequacy, and conformance to policy.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

By position, supervises Engineers, Staff Engineers and technical support staff.

By position, perform lead work.

Matrix manages and coordinates the work of consultants and contractors, which may include other employees who are assigned to specific projects.

ESSENTIAL DUTIES:

The essential duties section is divided into two categories: 1) general duties that are applicable to all Senior Engineers and 2) specific duties applicable to a functional area or discipline. The specific functional areas or disciplines include: Project Management, Plans Review, Traffic Engineering, Planning & Design, and Fire Protection. These specific functional areas or disciplines represent the duties performed by the majority of Senior Engineers in the city. The duties performed by incumbents may be described in more than one specific area.

General Senior Engineer duties for all disciplines:

Act as a team leader on complex assignments/projects, coordinates tasks, and utilizes resources effectively.

Matrix manages and/or coordinates the work of consultants/contractors and other employees who are assigned to specific projects.

Participates in establishing policies, procedures, standards, guidelines, and specifications.

Attends neighborhood meetings that involve issues that are controversial and/or complex in order to resolve issues and provide information.

Attends City Council and other governmental entities meetings to represent the city and resolve controversial and complex issues.

Cultivates, fosters, and maintains positive working relationships with managers, supervisors, employees, and other stakeholders to gain their cooperation and support on assigned projects/assignments.

Resolves conflicts, develops creative solutions, and keeps team members focused on overall goals.

Prepares a variety of special engineering studies, correspondence, records, files, and reports.

By position, performs lead work over technical employees and/or other engineers including:

- Develops or modifies work plans, methods, and procedures, determines work priorities, and develops work schedules to provide adequate staff coverage. Provides work instruction and assists employees with difficult and/or unusual assignments. Assigns and distributes work, reviews work for accuracy and completeness, and returns assignments with recommendations for proper completion.
- Resolves problems encountered during daily operations and determines appropriate solutions.
- Contributes to the development of the performance enhancement plan, documents performance, provides performance feedback, and furnishes information for the formal performance evaluation.
- Responds orally to informal grievances and relays information to the supervisor.
- Documents situations which may be cause for disciplinary action and provides this information to the supervisor.

By position, may perform supervisory duties over technical employees and/or Staff Engineers including:

- Reviews, develops, and/or modifies work plans, methods, and procedures, determines work priorities, and develops work schedules to provide adequate staff coverage. Provides work instruction, assists employees with difficult and/or unusual assignments, and encourages innovation. Assigns and distributes work, reviews work for accuracy and completeness, and returns assignments with recommendations for proper completion.
- Conducts hiring interviews and selects candidate(s) for job opening(s).
- Resolves problems, mediates conflicts encountered during daily operations, determines appropriate solutions, and promotes teamwork. Encourages regular communication and informs staff of relevant business issues and their impact on the organization.
- Develops the performance enhancement plan, documents performance, provides performance feedback, formally evaluates the work of the employee, and provides reward and recognition for proper and efficient performance. Develops and implements training and development plans and opportunities for subordinate staff.
- Encourages and guides others toward goals.
- Ensures quality, effectiveness, and efficiency of unit activities and safety measures.
- Documents causes for disciplinary action, initiates letters of reprimand, and makes formal recommendations for disciplinary action. Responds to formal and informal employee grievances and prepares written responses.

Project Management

Plans and oversees the design, construction, maintenance, and/or alteration of multiple complex projects, directs, schedules, and coordinates the work of multi-disciplinary project teams, and provides advice and technical expertise to departmental staff.

Consults with clients, elected officials, and/or other stakeholders to determine project requirements and gathers and prepares information regarding design, specifications, materials, equipment, estimated costs, and time to complete a project.

Reviews plans and specifications prepared by consultants and/or staff to ensure adherence to applicable codes, standards, and city, state, and federal guidelines, monitors the progress and quality of a project, and resolves problems and project barriers by identifying strategies and approaches to overcome barriers.

Develops project budgets, schedules, work plans, and cost estimates/projections, administers and monitors contracts including contract negotiation and preparation of contract recommendations, and monitors projects for conformance to approved plans and contract specifications.

Prepares bid materials defining scope of work and related information necessary for request for qualifications (RFQ) and request for proposals (RFP), sets up selection board; responds to questions concerning the project and/or contract(s); reviews bids, and prepares recommendation(s).

Develops a communication plan and related project status reports for key stakeholders and provides updates on project activities and information on risks and mitigation strategies.

Prepares and monitors the budget for project planning, design, regulatory, and/or construction phases, recommends project budget needs for annual appropriations, and ensures project deliverables stay on-time, on-target, and on-budget.

Performs the following duties during the construction phase: verifies that the materials used comply with standards and project specifications, coordinates the scheduling of construction phases, provides technical assistance to construction personnel, maintains and updates all project documents, and reviews and provides design services for plan modifications required by unforeseen field conditions.

Interacts with utility companies, city agencies/departments, and other governmental agencies to obtain necessary permits and clearances and to ensure regulatory compliance.

Plans Review

Reviews and evaluates blueprints, architectural drawings, design plans, and/or project/development documents submitted for approval utilizing applicable codes/standards/guidelines/laws, appropriate municipal ordinances, and construction and engineering standards, determines review fees, and authorizes the release of approved documents for city permits.

Checks engineering calculations and reviews one or more of the following specialized areas: civil/site engineering, architectural, structural, electrical, plumbing, fire protection, and/or mechanical designs and provides timely oral and/or written communication detailing design and/or construction deficiencies in plans and specifications.

Interacts with the public, professional design consultants, project managers, contractors, and elected officials to communicate permit application procedures and regulatory and code requirements and interpretations, and negotiates for special considerations on unique and/or historical projects.

Directs and participates in design coordination meetings regarding private development projects and city, state, and regional capital improvement projects in order to lead the development process, ensure timely approval and completion of projects, and resolve any problem areas.

Assists inspectors with difficult or unusual code compliance issues and answers questions from inspectors about plan review comments.

Traffic Engineering

Manages the Traffic Management Center including the city traffic signal road system and all associated infrastructure (traffic signals, variable message signs, fiber optics, etc.).

Develops traffic management plans for large scale events by assisting the police department in assigning officers to improve traffic flow during events and reviewing and approving traffic control plans submitted by the event organizers.

Develops traffic control plans for large scale projects and assists project managers with project phasing in the right-of-way.

Plans, designs, and builds/upgrades traffic signals and various traffic signs including reviewing concept and design plans and coordinating the work of field personnel and utility providers.

Reviews planning studies and traffic simulations models for traffic engineering issues and represents the division's position at various stakeholder meetings.

Provides traffic/signal engineering review including reviewing concept plans for issues with traffic signals, traffic impact studies, traffic signal plans, and traffic simulation models for proposed developments.

Planning and Design

Manages, administers, and updates the Sanitary Master Plan and the Storm Drainage Master Plan including planning, scoping, and the conceptual design of capital sanitary and storm projects and conducts planning studies to identify scope of work and project feasibility.

Designs capital improvement projects, performs feasible and/or drainage studies as applicable, and coordinates interagency concerns on assigned projects.

Responds to complaints of poor drainage and flooding from citizens, elected officials, and other stakeholders to resolve issues and to ensure compliance with applicable standards and regulations.

Designs complex public right-of-way infrastructure capital maintenance and/or capital improvement project, obtains federal, state, and other regulatory permits, and coordinates projects with other city departments or external agencies for input and approvals.

Assesses, prioritizes, and recommends resolutions to requests for services or repairs to public right-of-way infrastructure. Requests primarily are received through the City of Denver 311 system but could come from a variety of other City or external sources.

Manages the City’s Special District activities including the creation of new districts, provides training to district members regarding city processes, reviews and processes the operating plans and budgets for the Business Improvement Districts, and reviews and comments on proposed legislation that relates to district activities.

Performs other related duties as assigned.

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Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

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COMPETENCIES, KNOWLEDGE, SKILLS:

Project Management – Applies principles, methods, or tools for developing, scheduling, coordinating, monitoring, evaluating, and managing projects and resources including technical performance.

Engineering – Knowledge of the concepts, principles, theories, and methods required to plan, design, construct, operate, and maintain facilities such as buildings, transportation systems water and sanitary systems, and other public works systems.

External Awareness – Identifies and understands economic, political, and social trends that affect the organization.

Technical Competence – Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job, works with, understands, and evaluates technical information related to the job, and advises others on technical issues.

Strategic Thinking – Formulates effective strategies, determines objectives, and sets priorities and anticipates potential threats or opportunities.

Vision – Understands where the organization is headed and how to make a contribution, takes a long-term view, and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.

Decision Making - Makes sound, well-informed, and objective decisions, perceives the impact and implications of decisions, commits to action even in uncertain situations to accomplish program goals, and causes change.

Reasoning - Identifies rules, principles, or relationships that explain facts, data, or other information, analyzes information, and makes correct inferences or draws accurate conclusions.

Financial Management – Prepares, justifies, and/or administers the budget for project area, plans, administers, and monitors expenditures to ensure cost-effective support of project policies, and assesses financial conditions.

Influencing/Negotiating – Persuades others to accept recommendations, cooperate, or change their behavior, works with others toward an agreement, and negotiates to find mutually acceptable solutions.

Planning and Evaluating – Organizes work, sets priorities, and determines resource requirements, determines short- or long-term goals and strategies to achieve them, coordinates with other organizations or parts of the organization to accomplish goals, and monitors progress and evaluates outcomes.

Interpersonal Relationship and Service Orientation – Demonstrated competency in working with a wide range of government departments with diverse business needs, interests, expectations, and requirements.

Oral Communication - Clearly communicates and explains organizational and program policies and work assignments to staff and communicates information about the program area's activities to peers, higher-level managers, administrative staff of other organizations, and internal and external customers.

Written Communication - Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner appropriate for context, time, and place. Written materials are of a routine nature and affect the immediate program area(s).

Interpersonal Skills - Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff from other organizations, internal and external customers, and local stakeholder groups to accomplish a program's mission. Adapts approach to different people and situations.

Teamwork – Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

Conflict Management – Manages and resolves conflicts, grievance, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Problem Solving – Identifies problems, determines accuracy and relevance of information, uses sound judgment to generate and evaluate alternatives, and makes recommendations.

Performance Assessment – Knowledge of the principles, methods, and tools for conducting performance assessment to enhance and validate project performance and user acceptance.

Diversity – Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce.

Integrity/Honesty – Contributes to maintaining the integrity of the organization, displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, and is trustworthy.

Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.

Knowledge of budgeting principles and practices sufficient to be able to assume budgetary responsibilities as required.

Knowledge of various types of contracts, techniques for contracting and procurement, contract negotiation, and administration.

MINIMUM QUALIFICATIONS:

Education Requirement:

Bachelor's Degree.

Experience Requirement:

Three years of professional engineering work experience after obtaining a Professional Engineering (PE) license. (Some positions may require experience in a specific engineering area.)

Licensure and/or Certification:

Registration as a Professional Engineer (PE) by the Colorado State Board of Registration for Professional Engineers at the time of application. Registration as a Professional Engineer (PE) by another state will be accepted in lieu of this requirement providing the applicant is registered by the State of Colorado by the completion of the probationary period.

Possession of a valid driver's license at the time of application and as a condition of employment.

WORKING CONDITIONS:

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Standing: remaining on one's feet in an upright position.

Walking: moving about on foot.

Sitting: remaining in the normal seated position.

Carrying: transporting an object usually by hand, arm, or shoulder.

Balancing: maintaining body equilibrium to prevent falling over.

Stooping: bending the body by bending spine at the waist.

Reaching: extending the hand(s) and arm(s).

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Feeling: perceiving attributes of objects by means of skin receptors.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Eye/hand/foot coordination: performing work through using two or more.

Lifting: raising or lowering an object from one level to another.

Far Acuity: ability to see clearly at 20 feet or more.

Near Acuity: ability to see clearly at 20 inches or less.

Depth Perception: ability to judge distance and space relationships.

Field of Vision: ability to see peripherally.

Accommodation: ability to distinguish and identify different colors.

Working Environment:

Pressure due to multiple calls and inquiries.

Subject to long irregular hours.

Subject to many interruptions.

Subject to varying and unpredictable situations.

CLASS DETAIL:

FLSA CODE: Exempt

ESTABLISHED DATE: 09/16/1995

REVISED DATE: 05/01/2015

REVISED BY: John Hoffman

CLASS HISTORY:

05/01/2015 - Level of supervision was expanded to include Engineers.

03/21/2010 - This class specification was revised and updated as part of the Engineer/Architect Study (2010).



Engineer

Class Code:
CE0397

Bargaining Unit: Career Service

DENVER[®]
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER
Established Date: Dec 1, 2004
Revision Date: Mar 21, 2010

SALARY RANGE

\$32.33 - \$51.73 Hourly
\$2,586.62 - \$4,138.58 Biweekly
\$5,604.33 - \$8,966.92 Monthly
\$67,252.00 - \$107,603.00 Annually

GENERAL STATEMENT OF DUTIES:

Performs intermediate level professional engineering work on a variety of engineering assignments with emphasis placed upon the application of engineering mathematics, principles, and practices on all phase of routine/moderately difficult engineering projects/assignments.

DISTINGUISHING CHARACTERISTICS:

This class performs intermediate level professional engineering work on a variety of engineering assignments. This class is distinguished from the Senior Engineer class that performs full performance professional engineering work on a variety of complex engineering assignments with emphasis placed upon the application of engineering mathematics, principles, and practices in all phases of major engineering projects/assignments. The Engineer class is also distinguished from the Staff Engineer that performs entry level professional engineering work under close supervision while learning and assisting in the design, construction, and/or plan review processes in accordance with standard engineering practices.

Incumbents in the Engineer classification may perform **lead work** over technical employees and may perform **supervision** over technical or clerical employees. This is distinguished from the Engineer/Architect Supervisor that performs professional and supervisory work over professional, licensed engineers and architects, develops, implements, and evaluates engineering plans, work processes, systems, and procedures to achieve annual goals and objectives, and makes budgetary decisions and resources allocation decisions.

Lead work is defined as intermittent or regular performance of some of the elements of supervision which occupies between 20% and 50% of an employee's work time. Lead work is in addition and secondary to the non-supervisory duties performed by an employee. Final accountability remains with the supervisor delegating the lead work assignment. Elements of lead work include: determining priorities, assigning and reviewing work, training employees, and resolving problems.

Supervision is defined as a classification level in which most of the elements of supervision are performed over 50% of the time. A supervisor has the primary responsibility for arranging and directing the work of two or more employees, usually at a specified classification level. **Supervision should not be a predominant duty of an Engineer.**

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally numerous, well established, and directly applicable to the work assignment. Work assignment and desired results are explained by general oral or written instructions.

Duties assigned are generally repetitive and restricted in scope but may be of substantial intricacy. Employee primarily applies standardized practices.

Decisions or recommendations on non-standardized situations are limited to relating organizational policies to specific cases. Problems that are not covered by guidelines or are without precedent are taken up with the supervisor.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness, and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

Coordinates the work of consultants/contractors.

By position, performs lead work or supervises technical staff.

ESSENTIAL DUTIES:

The essential duties section is divided into two categories: 1) general duties that are applicable to all Engineers and 2) specific duties applicable to a functional area or discipline. The specific functional areas or disciplines include: Project Management, Plans Review, Traffic Engineering, and Planning & Design. These specific functional areas or disciplines represent the duties performed by the majority of Engineers in the city. The duties performed by incumbents may be described in more than one specific area.

General Engineer duties for all disciplines:

Works on routine/moderately complex projects/assignments and receives supervision on more complex projects/assignments.

Coordinates and approves the work of consultants/contractors.

Attends neighborhood meetings in order to provide information and resolve routine issues.

Attends meetings with other governmental entities and represents the city's interests.

Cultivates, fosters, and maintains positive working relationships with managers, supervisors, employees, and other stakeholders to gain their cooperation and support on assigned projects/assignments.

Prepares a variety of engineering studies, correspondence, records, files, and reports.

By position, performs lead work over technical employees including:

- Develops or modifies work plans, methods, and procedures, determines work priorities, and develops work schedules to provide adequate staff coverage. Provides work instruction and

assists employees with difficult and/or unusual assignments. Assigns and distributes work, reviews work for accuracy and completeness, and returns assignments with recommendations for proper completion.

- Resolves problems encountered during daily operations and determines appropriate solutions.
- Contributes to the development of the performance enhancement plan, documents performance, provides performance feedback, and furnishes information for the formal performance evaluation.
- Responds orally to informal grievances and relays information to the supervisor.
- Documents situations which may be cause for disciplinary action and provides this information to the supervisor.

By position, performs supervision over technical or clerical employees, including:

- Reviews, develops, and/or modifies work plans, methods, and procedures, determines work priorities, and develops work schedules to provide adequate staff coverage. Provides work instruction, assists employees with difficult and/or unusual assignments, and encourages innovation. Assigns and distributes work, reviews work for accuracy and completeness, and returns assignments with recommendations for proper completion.
- Conducts hiring interviews and selects candidate(s) for job opening(s).
- Resolves problems, mediates conflicts encountered during daily operations, determines appropriate solutions, and promotes teamwork. Encourages regular communication and informs staff of relevant business issues and their impact on the organization.
- Develops the performance enhancement plan, documents performance, provides performance feedback, formally evaluates the work of the employee, and provides reward and recognition for proper and efficient performance. Develops and implements training and development plans and opportunities for subordinate staff.
- Encourages and guides others toward goals.
- Ensures quality, effectiveness, and efficiency of unit activities and safety measures.
- Documents causes for disciplinary action, initiates letters of reprimand, and makes formal recommendations for disciplinary action. Responds to formal and informal employee grievances and prepares written responses.

Project Management

Acts as a project manager and administers and monitors the design, construction, maintenance, and/or alteration of routine/moderately difficult projects.

Confers with management in order to maintain established project plans and goals, scope of work, and project work plans including time frames, funding limitations, contract costs, risk factors, and allotment of available resources to various phases of a project.

Reviews projects for code and standards compliance, monitors the progress and quality of a project, and resolves problems by identifying strategies and approaches to overcome barriers.

Tracks schedules, work plans, and cost estimates/projections and monitors projects for conformance to approved plans and contract specifications.

Assists or participates in preparing bid materials defining scope of work and related information necessary for request for qualifications (RFQ) and request for proposals (RFP) and responding to questions concerning the project and/or contract(s).

Monitors the budget for project planning, design, regulatory, and/or construction phases and ensures project deliverables stay on-time, on-target, and on-budget. .

Performs the following duties during the construction phase: verifies that the materials used comply with standards and project specifications, coordinates the scheduling of construction phases, provides technical assistance to construction personnel, maintains and updates all project documents, and reviews and provides design services for plan modifications required by unforeseen field conditions.

Interacts with utility companies, city agencies/departments, and other governmental agencies to obtain necessary permits and clearances and to ensure regulatory compliance.

Plans Review

Reviews and evaluates blueprints, architectural drawings, design plans, and/or project/development documents submitted for approval utilizing applicable codes/standards/guidelines/laws, appropriate municipal ordinances, and construction and engineering standards, determines review fees, and authorizes the release of approved documents for city permits.

Checks engineering calculations and reviews one or more of the following specialized areas: civil/site engineering, architectural, structural, electrical, plumbing, fire protection, and/or mechanical designs and provides timely oral and/or written communication detailing design and/or construction deficiencies in plans and specifications on routine/moderately difficult designs and plans.

Interacts with the public, professional design consultants, project managers, and contractors to communicate permit application procedures and regulatory and code requirements and interpretations.

Participates in design coordination meetings regarding private development projects and city, state, and regional capital improvement projects in order to ensure timely approval and completion of projects, and resolve any problem areas.

Traffic Engineering

Works in the Traffic Management Center, assists in traffic management for special events, and provides technical support and guidance to event coordinators and safety personnel.

Reviews plans for roadway construction, private development site plans (signs, markings, and street lighting), and new traffic signal construction/reconstruction to ensure compliance with agency standards and policies.

Reviews traffic control/detour plans and approves street occupancy permits.

Performs field inspections and reviews all traffic control devices including traffic signs and pavement markings to ensure compliance with applicable codes and standards.

Identifies traffic safety deficiencies where additional traffic signs and/or pavement markings are needed, prepares work orders for the implementation of modifications, and inspects work orders upon completion to ensure changes were installed as requested.

Assists citizens with problems related to traffic operations, refers problems to the appropriate agency/personnel, and provides prompt responses to citizens.

Planning and Design

Prepares drainage analysis and drainage concept studies for smaller projects including defining the scope of work, coordinating with other city agencies, and reviewing proposals by consultants and submitted reports.

Designs capital improvement projects including project concepts/alternatives and feasibility studies, develops contract bid documents, manages the bidding of projects, and assists the construction crew and inspectors during the construction phase.

Provides summaries and scoped packages for project design and bidding, coordinates multiple entities and groups to ensure successful project delivery, and determines solutions/options to resolve problems, and ensures projects are in line with Master Planning requirements.

Maintains planning and programming documents used to track specific program issues and assists with on-going Master Plan updates by providing input on concerns and issues.

Responds to complaints from citizens, elected officials, and other stakeholders to resolve issues and to ensure compliance with applicable standards and regulations.

Designs public right-of-way infrastructure capital maintenance and/or capital improvement project, obtains federal, state, and other regulatory permits, and coordinates projects with other city departments or external agencies for input and approvals.

Assesses, prioritizes, and recommends resolutions to requests for services or repairs to public right-of-way infrastructure. Requests primarily are received through the City of Denver 311 system but could come from a variety of other City or external sources.

Performs other duties as assigned.

.....
 Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

COMPETENCIES, KNOWLEDGE, SKILLS:

Project Management – Applies principles, methods, or tools for developing, scheduling, coordinating, monitoring, evaluating, and managing projects and resources including technical performance.

Engineering – Knowledge of the concepts, principles, theories, and methods required to plan, design, construct, operate, and maintain facilities such as buildings, transportation systems water and sanitary systems, and other public works systems.

External Awareness – Identifies and understands economic, political, and social trends that affect the organization.

Technical Competence – Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job, works with, understands, and evaluates technical information related to the job, and advises others on technical issues.

Decision Making - Makes sound, well-informed, and objective decisions, perceives the impact and implications of decisions, commits to action even in uncertain situations to accomplish program goals, and causes change.

Reasoning - Identifies rules, principles, or relationships that explain facts, data, or other information, analyzes information, and makes correct inferences or draws accurate conclusions.

Financial Management – Prepares, justifies, and/or administers the budget for project area, plans, administers, and monitors expenditures to ensure cost-effective support of project policies, and assesses financial conditions.

Influencing/Negotiating – Persuades others to accept recommendations, cooperate, or change their behavior, works with others toward an agreement, and negotiates to find mutually acceptable solutions.

Planning and Evaluating – Organizes work, sets priorities, and determines resource requirements, determines short- or long-term goals and strategies to achieve them, coordinates with other organizations or parts of the organization to accomplish goals, and monitors progress and evaluates outcomes.

Interpersonal Relationship and Service Orientation – Demonstrated competency in working with a wide range of government departments with diverse business needs, interests, expectations, and requirements.

Oral Communication - Clearly communicates and explains organizational and program policies and work assignments to staff and communicates information about the program area's activities to peers, higher-level managers, administrative staff of other organizations, and internal and external customers.

Written Communication - Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner appropriate for context, time, and place. Written materials are of a routine nature and affect the immediate program area(s).

Interpersonal Skills - Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff from other organizations, internal and external customers, and local stakeholder groups to accomplish a program's mission. Adapts approach to different people and situations.

Teamwork – Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

Conflict Management – Manages and resolves conflicts, grievance, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Problem Solving – Identifies problems, determines accuracy and relevance of information, uses sound judgment to generate and evaluate alternatives, and makes recommendations.

Performance Assessment – Knowledge of the principles, methods, and tools for conducting performance assessment to enhance and validate project performance and user acceptance.

Diversity – Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce.

Integrity/Honesty – Contributes to maintaining the integrity of the organization, displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, and is trustworthy.

Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.

Knowledge of budgeting principles and practices sufficient to be able to assume budgetary responsibilities as required.

Knowledge of various types of contracts, techniques for contracting and procurement, contract negotiation, and administration.

MINIMUM QUALIFICATIONS:

Education Requirement:

Bachelor's Degree.

Experience Requirement:

Experience obtained at the Staff Engineer level.

Licensure and/or Certification:

Registration as a Professional Engineer (PE) by the Colorado State Board of Licensure for Professional Engineers at the time of application. Registration as a Professional Engineer (PE) by another state will be accepted in lieu of this requirement providing the applicant is registered by the State of Colorado by the completion of the probationary period.

Possession of a valid driver's license at the time of application.

WORKING CONDITIONS:

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Standing: remaining on one's feet in an upright position.
Walking: moving about on foot.
Sitting: remaining in the normal seated position.
Carrying: transporting an object, usually by hand, arm, or shoulder.
Balancing: maintaining body equilibrium to prevent falling over.
Stooping: bending the body by bending spine at the waist.
Reaching: extending the hand(s) and arm(s).
Handling: seizing, holding, grasping, or otherwise working with hand(s).
Feeling: perceiving attributes of objects by means of skin receptors.
Talking: expressing or exchanging ideas by means of spoken words.
Hearing: perceiving the nature of sounds by the ear.
Eye/hand/foot coordination: performing work through using two or more.
Lifting: raising or lowering an object from one level to another.
Far Acuity: ability to see clearly at 20 feet or more.
Near Acuity: ability to see clearly at 20 inches or less.
Depth Perception: ability to judge distance and space relationships.
Field of Vision: ability to see peripherally.
Accommodation: ability to distinguish and identify different colors.

Working Environment:

Pressure due to multiple calls and inquiries.
Subject to long irregular hours.
Subject to many interruptions.
Subject to varying and unpredictable situations.

CLASS DETAIL:

FLSA CODE: Exempt

ESTABLISHED DATE: 09/16/1995

REVISED DATE: 03/21/2010

REVISED BY: Patricia Anderson

CLASS HISTORY 3/2010 - This class specification was revised and updated as part of the Engineer/Architect Study (2010).



DENVER[®]
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER
Established Date: Sep 16, 1995
Revision Date: Mar 21, 2010

Staff Engineer

Class Code:
CE0437

Bargaining Unit: Career Service

SALARY RANGE

\$26.47 - \$42.35 Hourly
\$2,117.35 - \$3,387.77 Biweekly
\$4,587.58 - \$7,340.17 Monthly
\$55,051.00 - \$88,082.00 Annually

GENERAL STATEMENT OF DUTIES:

Performs entry level professional engineering work under close supervision while learning and assisting in the design, construction, and/or plan review processes in accordance with standard engineering practices.

DISTINGUISHING CHARACTERISTICS:

This class performs entry level professional engineering work. This class is distinguished from the Engineer class that performs intermediate level professional engineering work on a variety of engineering assignments with emphasis placed upon the application of engineering mathematics, principles, and practices on moderately difficult engineering projects/assignments. The Staff Engineer class is also distinguished from the Senior Engineer class that performs full performance professional engineering work on a variety of complex engineering assignments with emphasis placed upon the application of engineering mathematics, principles, and practices in all phases of major engineering projects/assignments.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally numerous, well established, and directly applicable to the work assignment. Work assignment and desired results are explained by general oral or written instructions.

Duties assigned are generally repetitive and restricted in scope but may be of substantial intricacy. Employee primarily applies standardized practices.

Decisions or recommendations on non-standardized situations are limited to relating organizational policies to specific cases. Problems that are not covered by guidelines or are without precedent are taken up with the supervisor.

Level of Supervision Received and Quality Review:

Under normal supervision, within a standardized work situation, the employee performs duties common to the line of work without close supervision or detailed instruction. Work product is subject to continual review.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, gathered, or presented and some degree of discretion and judgment are required within the parameters of the job function.

Level of Supervision Exercised:

By position, performs lead work.

ESSENTIAL DUTIES:

Performs professional entry-level engineering work on small routine projects or parts of large projects under the direction of a licensed engineer.

Learns the processes, practices, and applications of design and construction project management and the principles, standards, requirements, and guidelines for plans review.

Trains and assists in the preparation of pre-bid materials defining scope of work and related information necessary for Request for Proposal (RFP), provides background information to design and/or engineering consultants and construction contractors, and responds to questions concerning the project.

Trains and becomes proficient in reviewing specifications for small projects or parts of large projects and monitoring construction projects of limited scope for compliance with design guidelines, requirements, and standards.

Reviews plans for new construction, alterations, and repair for compliance on code conformance with city codes, requirements, ordinances, and national standards.

Meets with contract personnel, citizen/neighborhood groups, and other city staff to resolve problems and concerns and answer questions on non controversial issues/projects.

Assists with field inspections of projects for conformance to approved plans.

Trains in the formulation of budgets for projects including planning, design, regulatory, and construction phases.

Performs increasingly more responsible work as the employee gains experience and independently performs engineering duties.

Performs other related duties as assigned.

.....
Any one position may not include all of the duties listed.
However, the allocation of positions will be determined by
the amount of time spent in performing the essential duties
listed above.
.....

COMPETENCIES, KNOWLEDGE, SKILLS:

Engineering – Knowledge of the concepts, principles, theories, and methods required to plan, design, construct, operate, and maintain facilities such as buildings, transportation systems water and sanitary systems, and other public works systems.

Project Management – Applies principles, methods, or tools for developing, scheduling, coordinating, monitoring, evaluating, and managing projects and resources including technical performance.

Decision Making - Makes sound, well-informed, and objective decisions, perceives the impact and implications of decisions, commits to action even in uncertain situations to accomplish program goals, and causes change.

Reasoning - Identifies rules, principles, or relationships that explain facts, data, or other information,

analyzes information, and makes correct inferences or draws accurate conclusions.

Influencing/Negotiating – Persuades others to accept recommendations, cooperate, or change their behavior, works with others toward an agreement, and negotiates to find mutually acceptable solutions.

Planning and Evaluating – Organizes work, sets priorities, and determines resource requirements, determines short- or long-term goals and strategies to achieve them, coordinates with other organizations or parts of the organization to accomplish goals, and monitors progress and evaluates outcomes.

Interpersonal Relationship and Service Orientation – Demonstrated competency in working with a wide range of government departments with diverse business needs, interests, expectations, and requirements.

Oral Communication - Clearly communicates and explains organizational and program policies and work assignments to staff and communicates information about the program area's activities to peers, higher-level managers, administrative staff of other organizations, and internal and external customers.

Written Communication - Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner appropriate for context, time, and place. Written materials are of a routine nature and affect the immediate program area(s).

Interpersonal Skills - Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff from other organizations, internal and external customers, and local stakeholder groups to accomplish a program's mission. Adapts approach to different people and situations.

Teamwork – Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

Conflict Management – Manages and resolves conflicts, grievance, confrontations, or disagreements in a constructive manner to minimize negative personal impact.

Problem Solving – Identifies problems, determines accuracy and relevance of information, uses sound judgment to generate and evaluate alternatives, and makes recommendations.

Diversity – Is sensitive to cultural diversity, race, gender, and other individual differences in the workforce.

Integrity/Honesty – Contributes to maintaining the integrity of the organization, displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, and is trustworthy.

MINIMUM QUALIFICATIONS:

Education Requirement:

Bachelor's Degree.

Experience Requirement:

None.

Licensure and/or Certification:

Registration as an Engineer Intern issued by the Colorado State Board of Registration for Professional Engineers at the time application.

Possession of a valid driver's license at the time of application.

WORKING CONDITIONS:

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Standing: remaining on one's feet in an upright position.
 Walking: moving about on foot.
 Sitting: remaining in the normal seated position.
 Carrying: transporting an object, usually by hand, arm, or shoulder.
 Balancing: maintaining body equilibrium to prevent falling over.
 Stooping: bending the body by bending spine at the waist.
 Reaching: extending the hand(s) and arm(s).
 Handling: seizing, holding, grasping, or otherwise working with hand(s).
 Feeling: perceiving attributes of objects by means of skin receptors.
 Talking: expressing or exchanging ideas by means of spoken words.
 Hearing: perceiving the nature of sounds by the ear.
 Eye/hand/foot coordination: performing work through using two or more.
 Lifting: raising or lowering an object from one level to another.
 Far Acuity: ability to see clearly at 20 feet or more.
 Near Acuity: ability to see clearly at 20 inches or less.
 Depth Perception: ability to judge distance and space relationships.
 Field of Vision: ability to see peripherally.
 Accommodation: ability to distinguish and identify different colors.

Working Environment:

Pressure due to multiple calls and inquiries.
 Subject to long irregular hours.
 Subject to many interruptions.

CLASS DETAIL:

FLSA CODE: Exempt

ESTABLISHED DATE: 09/16/1995

REVISED DATE: 03/21/2010

REVISED BY: Patricia Anderson

CLASS HISTORY 3/2010 - This class specification was revised and updated as part of the Engineer/Architect Study (2010).



Administrative Support Assistant V

Class Code:
CC1507

DENVER[®]
THE MILE HIGH CITY

Bargaining Unit: Career Service

CITY AND COUNTY OF DENVER
Established Date: Sep 1, 2000

SALARY RANGE

\$17.78 - \$25.95 Hourly
\$1,422.04 - \$2,076.19 Biweekly
\$3,081.08 - \$4,498.42 Monthly
\$36,973.00 - \$53,981.00 Annually

GENERAL STATEMENT OF DUTIES:

Performs permanently assigned lead work in office support duties on a different shift or in a different location from the work unit supervisor or in a work unit where the first line supervisor's span of control is ten or more employees and performs the job responsibilities of the work unit or function.

DISTINGUISHING CHARACTERISTICS:

This is the fifth class of a seven level series. Performs permanently assigned lead work in office support duties on a different shift or in a different location from the work unit supervisor or in a work unit where the first line supervisor's span of control is ten or more employees and performs the job responsibilities of the work unit or function. This class is distinguished from the Administrative Support Assistant IV which performs specialized and/or technical office support duties. This class is distinguished from a Supervisor of Administrative Support I which performs first line supervision over clerical employees.

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts with the public or employees where explanatory or interpretive information is exchanged, defended, gathered and discretion and judgement are required within the parameters of the job function.

Level of Supervision Exercised:

Performs permanently assigned lead work on a different shift or in a different location from the work unit supervisor or in a work unit where the first line supervisor's span of control is ten or more employees.

ESSENTIAL DUTIES:

Develops or modifies work plans, methods, and procedures, determines work priorities, and assists in developing work schedules in order to provide adequate staff coverage.

Provides work instruction and assists employees with difficult and/or unusual assignments.

Assigns and distributes work, reviews work for accuracy and completeness, and returns assignments with recommendations for proper completion.

Resolves problems encountered during daily operations of the work area and recommends consistent standards for problem resolution.

Contributes to the development of the performance enhancement plan, documents performance, provides performance feedback, and furnishes information for the formal performance evaluation.

Responds orally to informal employee grievances and provides information to the supervisor.

Documents situations which may be cause for disciplinary action and provides information to the supervisor.

Performs the job responsibilities of the work unit or function, evaluates and applies job related information, and acts as a resource.

Accesses information to resolve problems, follows up on requests and complaints, and addresses a variety of problems unresolved at lower levels.

Utilizes a computer to input information/data and to create, edit, compile, manipulate, and retrieve files and/or databases and creates reports.

Performs other related duties as assigned.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

COMPETENCIES, KNOWLEDGE, SKILLS:

Competencies, Knowledges & Skills:

Integrity/Honesty - Displays high standards of ethical conduct, understands the impact of violating these standards on an organization, self, and others, chooses an ethical course of action, and is trustworthy.

Conscientiousness - Displays a high level of effort and commitment towards performing work and demonstrates responsible behavior.

Interpersonal Skills - Shows understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others and relates well to different people from varied backgrounds and different situations.

Reading - Learns from written material by determining the main idea or essential message and recognizes correct English grammar, punctuation, and spelling.

Arithmetic/Mathematical Reasoning - Performs computations such as addition, subtraction, multiplication, and division correctly using whole numbers, fractions, decimals, percentages, and formulas.

Listening - Receives, attends to, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate to listeners and situations.

Writing - Uses correct English grammar, punctuation, and spelling to communicate thoughts, ideas, information, and messages in writing.

Flexibility - Adapts quickly to changes.

Speaking - Uses correct English grammar to organize and communicate ideas in words that are appropriate to listeners and situations and uses appropriate body language.

Memory - Recalls information that has been presented previously.

Reasoning - Discovers or selects rules, principles, or relationships between facts and other information.

Customer Service - Works and communicates with clients and customers to satisfy their expectations and is committed to quality services.

Self Management - Sets well-defined and realistic personal goals, monitors progress and is motivated to achieve, manages own time, and deals with stress effectively.

Decision Making - Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.

Teaches Others - Helps others learn, identifies training needs, provides constructive reinforcement, coaches others on how to perform tasks, and acts as a mentor.

Leadership - Interacts with others to influence, motivate, and challenge them.

Teamwork - Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others to achieve goals.

Knowledge of supervisory principles and practices sufficient to be able to perform a variety of lead work functions.

Knowledge of the specific work area. Refers to specialized knowledge that is acquired through formal education or extensive on-the-job experience.

Knowledge of standard office practices and procedures sufficient to be able to process various types of paper work associated with office support duties.

Skill in recognizing non-standard situations and preparing recommendations for problem resolution.

Skill in utilizing computer software to accomplish a variety of tasks.

MINIMUM QUALIFICATIONS:

Education Requirement:

Graduation from high school or possession of a GED Certificate.

Experience Requirement:

Three years of clerical experience which must include two years of experience at the level of Administrative Support Assistant III.

Education/Experience Equivalency:

A combination of appropriate education and experience may be substituted to meet the minimum requirements except for the two years of experience at the level of Administrative Support Assistant III.

WORKING CONDITIONS:

Working Environment:

Pressure due to multiple calls and inquiries.
Subject to many interruptions.

CLASS DETAIL:

CLASS DETAIL

FLSA CODE: Non-Exempt

ESTABLISHED DATE: 09/01/2000

REVISED DATE: 12/16/2004

REVISED BY: Patricia Anderson

CLASS HISTORY Established: 09/01/00, Specialist Team. JA/JE title consolidated into this title: Clerical Lead Worker. 12/16/2004 added the statement "Performs other related duties as assigned" under the Essential Duties section.



Contract Administrator

Class Code:
CA0751

Bargaining Unit: Career Service

DENVER[®]
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER
Established Date: Sep 16, 1995
Revision Date: Dec 18, 2011

SALARY RANGE

\$24.79 - \$39.67 Hourly
\$1,983.58 - \$3,173.73 Biweekly
\$4,297.75 - \$6,876.42 Monthly
\$51,573.00 - \$82,517.00 Annually

GENERAL STATEMENT OF DUTIES:

Performs full performance professional work developing, negotiating, implementing, and monitoring contractual and use agreements for the city to ensure effective procurement and delivery of goods and services.

DISTINGUISHING CHARACTERISTICS:

Contract Administrator is distinguished from the *Contract Compliance Technician*, which monitors contract compliance and/or contract financial performance to verify contract terms, services to be provided, and payment schedules and reviews contract and/or payment process. Next, the Contract Administrator is distinguished from the *Contract Compliance Coordinator*, which manages contract compliance and performance requirements including prevailing industry practice for similar goods and services and evaluates overall vendor performance.

Next, the Contract Administrator is distinguished from the *Contract Compliance Supervisor*, which performs supervisory duties over employees involved in the operation and maintenance of a contract compliance unit. Finally, the Contract Administrator is distinguished from the *Contract Administration Supervisor*, which performs professional and supervisory work over staff involved in the procurement and administration of contracts, directs policy and procedure development, and develops long range and short term goals and objectives for the assigned area(s) in conjunction with departmental plans and goals

Guidelines, Difficulty and Decision Making Level:

Guidelines are generally but not always clearly applicable, requiring the employee to exercise judgment in selecting the most pertinent guideline, interpret precedents, adapt standard practices to differing situations, and recommend alternative actions in situations without precedent.

Duties assigned are generally complex and may be of substantial intricacy. Work assignment is performed within an established framework under general instructions but requires simultaneous coordination of assigned functions or projects in various stages of completion.

Employee is responsible for determining time, place, and sequence of actions to be taken. Unusual problems or proposed deviations from guidelines, practices, or precedents may be discussed with the supervisor before being initiated.

Level of Supervision Received and Quality Review:

Under general supervision, the employee receives assignments and is expected to carry them through to completion with substantial independence. Work is reviewed for adherence to instructions, accuracy, completeness, and conformance to standard practice or precedent. Recurring work clearly covered by guidelines may or may not be reviewed.

Interpersonal Communications and Purpose:

Contacts are of a non-prescribed nature involving the negotiation and resolution of problems and where exceptional degrees of discretion, judgment, and specialized knowledge are required in carrying out the programs and policies of an organization.

Level of Supervision Exercised:

By position, performs lead work.

ESSENTIAL DUTIES:

Develops, documents, and establishes policy for all necessary contractual parameters, including: types of vendors and services, space allocation, construction requirements, and tenant guideline; develops requests for information or proposals, inter-governmental agreements, and/or revenue agreements.

Markets opportunities for contracting to provide goods and services to the city; moderates pre-proposal conferences and reviews proposals and financial information submitted; and develops and oversees evaluation parameters.

Tracks and responds to market changes, works with stakeholders and determines operational or other efficiencies for improving performance, prepares feasibility studies, which involves: researching and compiling statistics on demographic factors, various markets, and economic conditions; analyzing of revenue data; and preparing reports and recommendations for management.

Negotiates the final terms of contracts, which may include developing expenditure agreements, and manages contracts of specific vendors, services, or construction projects.

Provides technical guidance to staff and contractors, recommends and coordinates the implementation of policies and procedures for assigned functions, and assists in developing new policies and procedures.

Performs on-site investigations to verify compliance to contract, including pricing and employment rules and regulations, approves or denies adjustments, responds to inquiries and audits, and re-inspects as necessary.

Acts as a liaison to the City Attorney's Office, follows prospective contracts throughout the review process, and coordinates actions for breach of contract situations.

Makes presentations to contractors, city department heads, concession operators, and public interest groups and provides information on contract policies and procedures and on general business management.

Maintains a tracking system of contract files throughout the term of the contract, archives all resource documents, and completes reports for management on contractor performance.

By position, performs some or all of the elements of lead work including, planning, assigning, and reviewing work assignments; providing training on contract administration techniques, policies and procedures; and resolving problems encountered during daily operations.

By position, coordinates internal review committees and recommends contract renewals, extensions, amendments and modifications to management.

Performs other related duties as assigned or requested.

.....
Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.
.....

COMPETENCIES, KNOWLEDGE, SKILLS:

Integrity/Honesty – Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self and others; is trustworthy.

Organizational Awareness – Knows how organization's mission and functions and how it's social, political, and technological systems work and operates effectively within them. This includes programs, policies, procedures, rules, and regulations of the work unit and/or organization.

Reading – Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.

Writing – Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner; produces written information, which may include technical material, that is appropriate for the intended audience.

Contracting/Procurement – Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration.

Arithmetic – Performs computations such as addition, subtraction, multiplication, and division correctly using whole numbers, fractions, decimals, and percentages.

Decision Making – Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.

Oral Communication – Expresses information to individuals or groups effectively, taking into account the audience and nature of the information; makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

Influencing/Negotiating – Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.

Interpersonal Skills – Shows understanding, courtesy, tact, empathy, concern; develops and maintains relationships; may deal with people who are difficult, hostile, distressed; related well to people from varied backgrounds and situations; is sensitive to individual differences.

Self Esteem – Believes in own self worth; maintains a positive view of self and displays a professional image.

Flexibility – Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.

Stress Tolerance – Deals calmly and effectively with high stress situations (i.e. tight deadlines, hostile individuals, emergency situations, dangerous situations).

Learning – Uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback, or other opportunities for self learning and development.

Self-Management – Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimum supervision; is motivated to achieve; demonstrates responsible behavior.

Problem Solving – Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

Attention to Detail – Is thorough when performing work and conscientious about attending to detail.

Reasoning – Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.

Customer Service – Works with customers to assess needs, provides assistance, resolve problems, satisfy expectations; knows products and services; is committed to providing quality products and services.

Teamwork – Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.

Planning and Evaluating – Organizes work, sets priorities, determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization; monitors progress, evaluates outcomes.

Information Management – Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

Vision – Understands where the organization is headed and how to make a contribution; takes a long term view and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.

Knowledge of various types of contracts, techniques for contracting or procurements, and contract negotiation and administration.

Skill in ensuring compliance with contractual agreements and in performing field investigations to ensure compliance with stated requirements.

Knowledge of financial analysis techniques, including research techniques and analysis of operations and programs, sufficient to be able to perform the duty assignment.

Skill in estimating the cost of personnel, materials, and supplies.

Knowledge of mathematics, including statistics, sufficient to be able to perform statistical analysis and generate decisions from the analysis.

Knowledge of marketing strategies sufficient to be able to recruit services for goods and services required by the agency.

Knowledge of supervisory principles and practices sufficient to be able to establish priorities, assign and review work and resolve problems.

Skill in utilizing electronic devices to communicate, utilizing internet search engines and computer databases and software to support contract development.

MINIMUM QUALIFICATIONS:

Education Requirement:

Bachelor degree in Business Administration, Public Administration, Political Science, Management, or a directly related field.

Experience Requirement:

Three years of professional experience performing contract negotiation, contract administration, or conducting research and analysis in an area such as budget, compliance issues, or accounting.

Education/Experience Equivalency:

Appropriate experience could substitute for the education requirement on a year- to - year basis.

Licensure and/or Certification:

By position, requires a valid driver's license.

WORKING CONDITIONS:

Physical Demands (Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs):

Standing: remaining on one's feet in an upright position.

Walking: moving about on foot.

Sitting: remaining in the normal seated position.

Climbing: ascending or descending objects usually with hands/feet.

Balancing: maintaining body equilibrium to prevent falling.

Reaching: extending the hand(s) and arm(s) in any direction.

Handling: seizing, holding, grasping or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Lifting: raising or lowering and object up to 10 pounds.

Far acuity: ability to see clearly at 20 feet or more.

Near acuity: ability to see clearly at 20 inches or less.

Depth perception: ability to judge distance and space relationships.

Field of vision: ability to see peripherally.

Accommodation: ability to adjust vision to bring objects into focus.

Color vision: ability to distinguish and identify different colors.

Working Environment:

Subject to varying and unpredictable situations.

Subject to many interruptions.

CLASS DETAIL:

FLSA CODE:	Exempt
ESTABLISHED DATE:	09/16/1995
ESTABLISHED BY:	Jean Canfield
REVISED DATE:	12/18/2011
REVISED BY:	Hameed Pousti

CLASS HISTORY

6/2009 – The General Statement of Duties, Essential Duties, and Minimum Qualifications were revised and updated. The class spec was put into the new format.

12/2011 – The Essential Duties and MQs were revised and updated.



Program Manager

Class Code:
CA1714

Bargaining Unit: Career Service

DENVER[®]
THE MILE HIGH CITY

CITY AND COUNTY OF DENVER
Established Date: Jan 16, 2004
Revision Date: May 20, 2007

SALARY RANGE

\$30.29 - \$48.46 Hourly
\$2,423.19 - \$3,877.12 Biweekly
\$5,250.25 - \$8,400.42 Monthly
\$63,003.00 - \$100,805.00 Annually

GENERAL STATEMENT OF DUTIES:

Performs professional and supervisory work over program staff, provides leadership, program direction, and long range and short term planning for the program area(s), directs program design, policy development, and performance criteria for program operations, and makes budgetary and resource allocation decisions.

DISTINGUISHING CHARACTERISTICS:

There are three classes in the program series; however, this is not a progressive series. This class provides leadership, direction, and planning for a program(s), supervises program staff, and is responsible for budgetary and resource decisions. This class is distinguished from the Program Administrator which implements, administers, and develops program activities and functions. The Program Manager is distinguished from an operational manager who manages functional area(s) that support the core goals and objectives of a department/agency. Whereas, a Program Manager manages a specialized area(s) with complex components and discrete tasks which distinguish it from the main body of an organization.

Definition of a Program:

A program is a specialized area with specific components that include its own policies, procedures, goals, objectives, budget, and tasks that distinguish it from the main body of a department/agency. A program may complement the core goals and objectives of an agency/department but it is separate from the functional areas that support the core goals and objectives.

Guidelines, Difficulty and Decision Making Level:

Guidelines are in the form of stated objectives for the section, unit, function, or program.

Work assignment is generally unstructured and employee is responsible for assigning and supervising a variety of functions to achieve the objectives of the section, unit, or program. Duties performed involve weighing and evaluating factors requiring judgment, analytical ability, and problem solving.

Employee is responsible for simultaneous coordination and supervision of several functions, programs, or projects in various stages of completion.

Level of Supervision Received and Quality Review:

Under managerial direction, the employee has personal accountability for carrying out the work objectives of an organizational unit, section, or program within the scope of established guidelines and the mission of the agency or department. Employee is expected to resolve problems that arise in the normal course of the work. Work may be discussed with higher level managers/supervisors and reviewed for soundness of judgment and feasibility of decisions.

Interpersonal Communications and Purpose:

Contacts of a non-prescribed nature involving the negotiation and resolution of non-routine problems encountered and where exceptional degrees of discretion, judgment, and specialized knowledge are required in carrying out the programs and policies of an organization.

Level of Supervision Exercised:

Supervises full performance professional, administrative, and/or technical level program staff.

ESSENTIAL DUTIES:

Establishes overall program goals, oversees the development of comprehensive program policies, procedures, guidelines, and standards to ensure proper application and use by coordinating and revising administrative processes, and directs the development and maintenance of an information management system.

Directs the evaluation of a program(s) to determine if the program(s) is achieving its goals and objectives and meeting the needs of participants and the community.

Administers the overall financial operations of a program(s) including developing the annual operating budget, monitoring financial activities, developing required budget reports, preparing justification for equipment, facilities, and staffing levels, and submits final program budget for executive management approval.

Directs modifications of existing program services or creates new program(s) services to maintain or enhance program standing.

Acts as spokesperson for a program(s), advances the primary mission and goals of a program(s), and interacts with internal and external interest groups to explain program position, mediate differences, and seek modifications.

Directs the development and preparation of press releases, fundraising plans, promotional and public information materials, special and technical reports, and comprehensive annual reports that describe overall program accomplishments and justifies continued support.

Develops and recommends solutions for complex problems and highly sensitive issues that cross functional and administrative boundaries or where there may be significant coordination requirements that impact the future of a program(s).

Keeps executive management informed of administrative and legislative issues or changes in a program(s) area, prepares program position in response to proposed legislation, and testifies as a technical expert before legislative committees and in other public forums.

Works to maintain and improve relationships with officials, other agencies, community groups, and state and federal departments to improve decision making capability and better implement services in controversial areas.

Directs the grant administration for a program area(s) and reviews and approves grant proposal applications.

Develops or modifies work plans, methods, and procedures and determines work priorities.

Assigns and distributes work, reviews work for accuracy and completeness, and returns assignments with recommendations for proper completion.

Resolves problems encountered during daily operations and determines standards for problem resolution. Develops the performance enhancement plan, documents performance, provides performance feedback, and formally evaluates the work of employees.

Responds to formal and informal employee grievances and prepares written response.

Documents causes for disciplinary action and initiates letters of reprimand and formal recommendations for disciplinary action.

Provides work instruction and assists employees with difficult and/or unusual assignments.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

COMPETENCIES, KNOWLEDGE, SKILLS:

Oral Communication – Clearly communicates and explains organizational and program policies and work assignments to staff and communicates information about the program area's activities to peers, higher-level managers, administrative staff of other organizations, and internal and external customers.

Written Communication – Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner appropriate for context, time, and place. Written materials are of a routine nature and affect the immediate program area(s).

Interpersonal Skills – Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff from other organizations, internal and external customers, and local stakeholder groups to accomplish a program's mission. Adapts approach to different people and situations.

Conflict Management – Minimizes confrontations, disagreements, complaints, and grievances and resolves them in a constructive manner. Works with staff, higher-level managers, peers, administrative staff from other organizations, internal and external customers, and local stakeholder groups to generate areas of agreement and joint action.

Financial Management – Recommends, administers, allocates, negotiates, and monitors revenue and/or expenditures to ensure cost-effective management of a program area.

Decisiveness – Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems, or policies that affect a program area. Legal, public, and financial consequences are generally limited to program area(s).

Problem Solving – Identifies and analyzes problems, uses sound reasoning to arrive at conclusions, finds alternative solutions to complex problems, and distinguishes between relevant and irrelevant information to make logical judgments.

Flexibility – Is open to new ideas, adapts to changing work situations and priorities by modifying existing plans and work methods that affect the program area, internal and external customers, and local stakeholder groups, and remains calm under pressure.

Self-Direction – Sets goals, takes initiative in implementing ideas, systems, or policies that affect a program area, manages time efficiently, encourages feedback, and invests in self-development.

Client Orientation – Applies quality management principles and processes for delivery of high-quality products and service(s) within a program area, meets routine demands of internal and external customers, and strives for continuous improvement.

Leadership – Initiates and sustains action to accomplish the goals of a program area by guiding and motivating others and gaining the confidence and active support of subordinates, peers, administrative staff from other organizations, internal and external customers, and local stakeholder groups. Achieves voluntary commitment to shared values and goals and adapts leadership style to different situations.

Planning and Evaluating – Establishes program objectives and strategies, identifies required resources, and develops plans for carrying out the work in a timely manner. Monitors and evaluates progress to ensure that program policies are being implemented and adjusted as necessary to accomplish the organization's mission.

Human Resource Management – Works with human resource staff to implement human resource policies to ensure accomplishment of organizational goals through effective recruitment, selection, training, performance appraisal, recognition, and corrective/disciplinary action, maintains effective employee relations, and complies with government/citywide regulations and policies.

Managing Diverse Workforce – Implements diversity policies for a program area, supports opportunities to recruit, develop, and retain a diverse workforce, and promotes teamwork, acceptance, and productivity among persons exhibiting cultural, ethnic, gender, and other individual differences.

Team Building – Encourages and facilitates cooperation and open communication, promotes team work at all levels, cooperates with staff, higher-level managers, peers, administrative staff from other organizations, internal and external customers, and local stakeholder groups to accomplish a program's goals.

Internal Controls/Integrity – Follows guidelines to implement and maintain accounting and administrative controls for the program area within an agency/department. Exhibits personal integrity, promotes ethical conduct by employees, and abides by the City's Code of Ethics.

Technical Competence – Is knowledgeable about the subject matter, procedures, requirements, regulations, and policies related to the area of responsibility. Provides expert advice to staff, higher-level managers, peers,

administrative staff from other organizations, internal and external customers, and local stakeholder groups. Impact is limited to the program area.

Knowledge of supervisory theories and methods sufficient to be able to perform a variety of supervisory functions.

Knowledge of budgeting principles and practices sufficient to be able to administer a budget to accomplish program objectives.

MINIMUM QUALIFICATIONS:

Education Requirement:

Baccalaureate Degree in Public Administration, Management, Sociology, Psychology, Political Science, or a related field.

Experience Requirement:

Three years of full performance professional level experience developing, implementing, and administering programs. (Some positions may require experience in a specific program area.)

Education/Experience Equivalency:

A combination of appropriate education and experience may be substituted for the minimum education and experience requirements.

Licensure and/or Certification:

Completion of a Career Service Authority supervisory training course prior to completion of the probationary period.

WORKING CONDITIONS:

Physical Demands:

Sitting: remaining in the normal seated position.

Handling: seizing, holding, grasping, or otherwise working with hand(s).

Fingering: picking, pinching, or otherwise working with fingers.

Talking: expressing or exchanging ideas by means of spoken words.

Hearing: perceiving the nature of sounds by the ear.

Repetitive motions: making frequent movements with a part of the body.

Eye/hand/foot coordination: performing work through using two or more.

Near Acuity: ability to see clearly at 20 inches or less.

Depth Perception: ability to judge distances and space relationships.

Field of Vision: ability to see peripherally.

Accommodation: ability to adjust vision to bring objects into focus.

Working Environment:

Pressure due to multiple calls and inquiries.

Subject to many interruptions.

Subject to varying and unpredictable situations.

Subject to long irregular hours.

CLASS DETAIL:

FLSA CODE: Exempt

ESTABLISHED DATE: 01/16/2004

REVISED DATE: 05/20/2007

REVISED BY: Patricia Anderson

CLASS HISTORY This is a new class. The following classes were consolidated into this class: City Naturalist, Domestic Violence Supervisor, Electronic Monitoring Program Administrator, Manager of Victim Assistance Programs, Recycling Program Administrator, and Safety and Loss Coordinator.

5/16/2007 – Clarified the definition of a program to ensure the class is used properly. Definition has been moved to the first page.

Exhibit B

Company & Contract Information

If you have more than 45 subconsultants to report, see the Instructions tab.

	Prime Consultant Name	DIA Contract No.:	
	Atkins North America, Inc.	201630024	
	DIA Contract Name:		
	Pena Project Management Team for AIM Development		
	<u>Prime Consultant and Subconsultant(s) Listing</u> If there will be both Home and Field employees charged to this project enter the Company two separate times with the Home and Field reference to charge two different Multiplier Factors. Enter as: Company Name - Home Company Name - Field	Multiplier Factor	MBE WBE SBE or DBE
1	Atkins North America, Inc. - Home	2.8375	
2	Atkins North America, Inc. - Field	2.5260	
3	AECOM Technical Services, Inc. - Office	2.7501	
4	AECOM Technical Services, Inc. - Field	2.4691	
5	LS Gallegos & Associates, Inc. - Office	2.4451	MBE
6	LS Gallegos & Associates, Inc. - Field	2.0569	MBE
7	Triunity Engineering & Management, Inc. - Office	2.3771	MBE
8	Triunity Engineering & Management, Inc. - Field	2.3771	MBE
9	Cambridge Systematics, Inc. - Office	3.6964	
10	Cambridge Systematics, Inc. - Field	2.8390	
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Exhibit B

Atkins North America, Inc. Core Staff Labor Rate Schedule

	Select the Consultant / Company (Use the elevator bar to get to the top of the list)	Enter the Employee Name	Select the appropriate Job Title	If "Other" is selected in column 'D' enter actual Job Title	Select the appropriate Experience Level	Enter the Employee Hourly Wage (Salary / 2,080)	Multiplier Factor	Hourly Rate Charged to the City
1	Atkins North America, Inc. - Home	Kenneth P. Hawkins	Partner / Principal	Executive (MI2445)	Level V, Managerial	\$109.95	2.8375	\$311.98
2	Atkins North America, Inc. - Field	Kenneth P. Hawkins	Partner / Principal	Executive (MI2445)	Level V, Managerial	\$109.95	2.5260	\$277.73
3	Atkins North America, Inc. - Home	Daniel A. Liddle	Project Manager	Principal Project Manager (CE2	Level V, Managerial	\$84.71	2.8375	\$240.36
4	Atkins North America, Inc. - Field	Daniel A. Liddle	Project Manager	Principal Project Manager (CE2	Level V, Managerial	\$84.71	2.5260	\$213.98
5	Atkins North America, Inc. - Home	Robert M. Poll	Safety/Loss-Prevention Manager	Deputy Manager (CA2951)	Level V, Managerial	\$94.45	2.8375	\$268.00
6	Atkins North America, Inc. - Field	Robert M. Poll	Safety/Loss-Prevention Manager	Deputy Manager (CA2951)	Level V, Managerial	\$94.45	2.5260	\$238.58
7	Atkins North America, Inc. - Home	James H. Duke III	Partner / Principal	Executive (MI2445)	Level V, Managerial	\$114.53	2.8375	\$324.98
8	Atkins North America, Inc. - Field	James H. Duke III	Partner / Principal	Executive (MI2445)	Level V, Managerial	\$114.53	2.5260	\$289.30
9	Atkins North America, Inc. - Home	Delbreath D. Walker	Partner / Principal	Executive (MI2445)	Level V, Managerial	\$114.53	2.8375	\$324.98
10	Atkins North America, Inc. - Field	Delbreath D. Walker	Partner / Principal	Executive (MI2445)	Level V, Managerial	\$114.53	2.5260	\$289.30
11	Atkins North America, Inc. - Home	James E. Zufall	Manager, Construction	Senior Engineer/Architect Mana	Level IV, Supervisory	\$69.33	2.8375	\$196.72
12	Atkins North America, Inc. - Field	James E. Zufall	Manager, Construction	Senior Engineer/Architect Mana	Level IV, Supervisory	\$69.33	2.5260	\$175.13
13	Atkins North America, Inc. - Home	Chi-Kang (Jon) Chen	Engineer 8	Engineer/Architect Manager (Cf	Level IV, Supervisory	\$59.14	2.8375	\$167.81
14	Atkins North America, Inc. - Field	Chi-Kang (Jon) Chen	Engineer 8	Engineer/Architect Manager (Cf	Level IV, Supervisory	\$59.14	2.5260	\$149.39
15	Atkins North America, Inc. - Home	Booker T. Cotton, Jr.	Engineer 8	Engineer/Architect Manager (Cf	Level IV, Supervisory	\$66.32	2.8375	\$188.18
16	Atkins North America, Inc. - Field	Booker T. Cotton, Jr.	Engineer 8	Engineer/Architect Manager (Cf	Level IV, Supervisory	\$66.32	2.5260	\$167.52
17	Atkins North America, Inc. - Home	Cynthia R. Forsythe	Administrative Assistant	Administrative Assistant (MA06	Level III, Full Experience	\$27.45	2.8375	\$77.89
18	Atkins North America, Inc. - Field	Cynthia R. Forsythe	Administrative Assistant	Administrative Assistant (MA06	Level III, Full Experience	\$27.45	2.5260	\$69.34
19	Atkins North America, Inc. - Home	Brian D. McGregor	Engineer 7	Senior Engineer (CE0431)	Level III, Full Experience	\$48.27	2.8375	\$136.97
20	Atkins North America, Inc. - Field	Brian D. McGregor	Engineer 7	Senior Engineer (CE0431)	Level III, Full Experience	\$48.27	2.5260	\$121.93
21	Atkins North America, Inc. - Home	Lee A. Kunselman	Engineer 7	Senior Engineer (CE0431)	Level III, Full Experience	\$56.32	2.8375	\$159.81
22	Atkins North America, Inc. - Field	Lee A. Kunselman	Engineer 7	Senior Engineer (CE0431)	Level III, Full Experience	\$56.32	2.5260	\$142.26
23	Atkins North America, Inc. - Home	Alfred M. Ravgiala	Construction Manager	Senior Engineer (CE0431)	Level III, Full Experience	\$41.84	2.8375	\$118.72
24	Atkins North America, Inc. - Field	Alfred M. Ravgiala	Construction Manager	Senior Engineer (CE0431)	Level III, Full Experience	\$41.84	2.5260	\$105.69
25	Atkins North America, Inc. - Home	Beth S. Sprague	Quality-Control Engineer	Engineer/Architect Manager (Cf	Level III, Full Experience	\$69.41	2.8375	\$196.95
26	Atkins North America, Inc. - Field	Beth S. Sprague	Quality-Control Engineer	Engineer/Architect Manager (Cf	Level III, Full Experience	\$69.41	2.5260	\$175.33
27	Atkins North America, Inc. - Home	Anahita Behrad	Other	Senior City Planner (CE0429)	Level III, Full Experience	\$43.00	2.8375	\$122.01
28	Atkins North America, Inc. - Field	Anahita Behrad	Other	Senior City Planner (CE0429)	Level III, Full Experience	\$43.00	2.5260	\$108.62
29	Atkins North America, Inc. - Home	Emily J. Kubovchik	Engineer 9/Department Head	Senior Engineer/Architect Mana	Level IV, Supervisory	\$74.71	2.8375	\$211.99
30	Atkins North America, Inc. - Field	Emily J. Kubovchik	Engineer 9/Department Head	Senior Engineer/Architect Mana	Level IV, Supervisory	\$74.71	2.5260	\$188.72
31	Atkins North America, Inc. - Home	James W. Hanson	Engineer 9/Department Head	Principal Project Manager (CE2	Level IV, Supervisory	\$88.20	2.8375	\$250.27
32	Atkins North America, Inc. - Field	James W. Hanson	Engineer 9/Department Head	Principal Project Manager (CE2	Level IV, Supervisory	\$88.20	2.5260	\$222.79
33	Atkins North America, Inc. - Home	James J. Cokeley	Engineer 7	Senior Engineer (CE0431)	Level III, Full Experience	\$47.93	2.8375	\$136.00
34	Atkins North America, Inc. - Field	James J. Cokeley	Engineer 7	Senior Engineer (CE0431)	Level III, Full Experience	\$47.93	2.5260	\$121.07
35	Atkins North America, Inc. - Home	Stephen D. Harris	Engineer 7	Senior Engineer (CE0431)	Level III, Full Experience	\$46.95	2.8375	\$133.22
36	Atkins North America, Inc. - Field	Stephen D. Harris	Engineer 7	Senior Engineer (CE0431)	Level III, Full Experience	\$46.95	2.5260	\$118.60
37	Atkins North America, Inc. - Home	Stephen O. Sandvik	Engineer 8	Engineer/Architect Manager (Cf	Level III, Full Experience	\$67.89	2.8375	\$192.64
38	Atkins North America, Inc. - Field	Stephen O. Sandvik	Engineer 8	Engineer/Architect Manager (Cf	Level III, Full Experience	\$67.89	2.5260	\$171.49
39	Atkins North America, Inc. - Home	Carrie A. Wallis	Engineer 8	Engineer/Architect Manager (Cf	Level III, Full Experience	\$76.25	2.8375	\$216.36
40	Atkins North America, Inc. - Field	Carrie A. Wallis	Engineer 8	Engineer/Architect Manager (Cf	Level III, Full Experience	\$76.25	2.5260	\$192.61
41	Atkins North America, Inc. - Home	Jesse L. Barton	Engineer 7	Senior Engineer (CE0431)	Level III, Full Experience	\$55.17	2.8375	\$156.54
42	Atkins North America, Inc. - Field	Jesse L. Barton	Engineer 7	Senior Engineer (CE0431)	Level III, Full Experience	\$55.17	2.5260	\$139.36
43	AECOM Technical Services, Inc. - Office	Mark Schaefer	Other	Senior Engineer/Architect Mana	Level V, Managerial	\$84.83	2.7501	\$233.29
44	AECOM Technical Services, Inc. - Office	Mathew Cirulli	Engineer 8	Engineer/Architect Manager (Cf	Level IV, Supervisory	\$72.12	2.7501	\$198.34
45	AECOM Technical Services, Inc. - Office	Gary M. Maji	Engineer 9/Department Head	Engineer/Architect Manager (Cf	Level IV, Supervisory	\$72.04	2.7501	\$198.12
46	LS Gallegos & Associates, Inc. - Field	Garry McCulloch	Director of Contract Administration	Financial Director (CV2793)	Level V, Managerial	\$74.00	2.0569	\$152.21
47	LS Gallegos & Associates, Inc. - Field	H. Donald Ulrich	Risk Manager	Deputy Manager (CA2951)	Level V, Managerial	\$87.97	2.0569	\$180.95
48	Triunity Engineering & Management, Inc. - O	Dean Erikson	Engineer 8	ITS Engineers	Level V, Managerial	\$65.52	2.3771	\$155.75
49	Triunity Engineering & Management, Inc. - O	Courtney Reuer	Other	Project Controls Manager	Level IV, Supervisory	\$52.50	2.3771	\$124.80
50	Cambridge Systematics, Inc. - Office	Smith Myung	Other	Travel Demand Forecaster	Level IV, Supervisory	\$62.98	3.6964	\$232.80

**CITY AND COUNTY OF DENVER
INSURANCE REQUIREMENTS FOR THE DEPARTMENT OF AVIATION**

Certificate Holder Information:

CITY AND COUNTY OF DENVER
Attn: Risk Management, Suite 8810
Manager of Aviation
Denver International Airport
8500 Peña Boulevard
Denver CO 80249

CONTRACT NAME & NUMBER TO WHICH THIS INSURANCE APPLIES: 201630024 - Pena Project Management Team

I. MANDATORY COVERAGE

Colorado Workers' Compensation and Employer Liability

Minimum Limits of Liability (In Thousands)	\$100, \$500, \$100
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- Contractor expressly represents to the City, as a material representation upon which the City is relying in entering into this Agreement, that none of the Contractor's officers or employees who may be eligible under any statute or law to reject Workers' Compensation Insurance shall effect such rejection during any part of the term of this Agreement. Any such rejections previously effected, must have been revoked as of the date Contractor executes this Agreement.
- If the contractor/consultant is a sole proprietor, Workers' Compensation is waived per State of Colorado law.

Commercial General Liability

Minimum Limits of Liability (In Thousands):

Each Occurrence:	\$1,000
General Aggregate Limit:	\$2,000
Products-Completed Operations Aggregate Limit:	\$2,000
Personal & Advertising Injury:	\$1,000

The policy must provide the following:

- That this Agreement is an Insured Contract under the policy.
- Defense costs are outside the limits of liability.
- A severability of interests or separation of insureds provision (no insured vs. insured exclusion).
- A provision that coverage is primary and non-contributory with other coverage or self-insurance maintained by the City.
- The full limits of coverage must be dedicated to apply to each project/location.
- If liquor is to be sold or distributed, then Liquor Liability, (\$1,000,000 per claim and \$1,000,000 policy aggregate limit) with the City as an additional insured is required.

Business Automobile Liability

Minimum Limits of Liability (In Thousands):

Combined Single Limit	\$1,000
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The policy must provide the following:

- Coverage applicable to all owned, hired and non-owned vehicles used in performing services under this Agreement.
- If transporting wastes, hazardous material, or regulated substances, Contractor shall carry a pollution coverage endorsement and an MCS 90 endorsement on their policy.

II. ADDITIONAL COVERAGE

Excess/Umbrella Liability

Minimum Limits of Liability (In Thousands):

Umbrella Liability Non-Controlled Area	Each Occurrence and aggregate	\$1,000
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The policy must provide the following:

1. Coverage must be written on a "follow form" or broader basis.
2. Any combination of primary and excess coverage may be used to achieve required limits.
3. If operations include unescorted airside access at DIA, then a \$9 million Umbrella Limit is required.

Professional Liability, Design, Engineering and Construction Supervision

Minimum Limits of Liability (In Thousands)

Per Claim	\$3,000
Aggregate	\$3,000

The policy must provide the following:

1. Coverage shall extend to cover the full scope of all cost estimating work performed under the insured's contract with City.
2. Coverage shall apply for three (3) years after project is complete.
3. Coverage is to be on a primary basis, if other professional coverage is carried.

III. ADDITIONAL CONDITIONS

It is understood and agreed, for the benefit of the City, that the following additional conditions shall apply to all coverage specified herein:

1. For Commercial General Liability, Auto Liability and Excess Liability/Umbrella (if required), Contractor and subcontractor's insurer(s) shall include the City and County of Denver, its elected and appointed officials, employees and volunteers as additional insured.
2. All coverage provided herein shall be primary and any insurance maintained by the City shall be considered excess.
3. For all coverages required under this Agreement, Contractor's insurer shall waive subrogation rights against the City.
4. The City shall have the right to verify or confirm, at any time, all coverage, information or representations contained herein, and the insured and its undersigned agent shall promptly and fully cooperate in any such audit the City may elect to undertake.
5. The required insurance shall be underwritten by an insurer licensed or authorized to do business in Colorado and rated by A.M. Best Company as "A-"VIII or better.
6. For claims-made coverage, the retroactive date must be on or before the contract date or the first date when any goods or services were provided to the City, whichever is earlier.
7. No changes, modifications or interlineations on this document shall be allowed without the review and approval of the Risk Administrator prior to contract execution.

NOTICE OF CANCELLATION

It is understood and agreed that should any Policy issued hereunder be cancelled or non-renewed before the expiration date thereof, or sustain a material change in coverage adverse to the City, the issuing company or its authorized Agent shall give notice to the Department of Aviation in accordance with policy provisions.