

## **AGREEMENT**

### **JANITORIAL SERVICES FOR MIAMI INTERNATIONAL AIRPORT, TERMINALS (F, G, H & J) ZONE 2**



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**JANITORIAL SERVICES AGREEMENT  
MIAMI INTERNATIONAL AIRPORT TERMINALS F, G, H and J – ZONE 2**

THIS JANITORIAL SERVICES AGREEMENT ("Agreement") made and entered into as of the 1<sup>ST</sup> 20<sup>th</sup> day of July **AUGUST**, 2020, by and between MIAMI- DADE COUNTY, FLORIDA ("County") and C&W FACILITY SERVICES INC., authorized to do business in the State of Florida ("Contractor").

WHEREAS, the County owns Miami International Airport ("MIA"), and operates MIA through the Miami-Dade Aviation Department and

WHEREAS, this is an Agreement for a Contractor to provide Janitorial Services for Miami-Dade Aviation Department, as further described herein and,

WHEREAS, Work Order Proposal Request ("WOPR") No. 01150 was issued by the County and in response to the WOPR, the County has received a proposal from the Contractor; and,

WHEREAS, the Contractor has offered to provide Janitorial Services in Zone No. 2, that shall conform to the Scope of Services herein; the County's WOPR No. 01150 and all associated addenda and attachments, incorporated herein by reference; and the requirements of this Agreement; and,

WHEREAS, the Contractor has submitted a proposal to the WOPR No. 01150; and,

WHEREAS, the County desires to procure from Contractor such Janitorial Services for the Miami-Dade Aviation Department, in accordance with the terms and conditions of this Agreement;



**WITNESSETH:**

NOW, THEREFORE, for and in consideration of mutual covenants herein contained, the parties hereto agree as follows:

**DEFINITIONS**

The following words and expressions used in this Agreement shall be construed as follows, except when it is clear from the context that another meaning is intended.

- a) The terms "Agreement" or "Contract" shall mean the Agreement entered into by the County and the Successful Contractor, including the Request for Proposals, the Technical Specifications, and all of their terms and conditions, attachments, exhibits, and amendments.
- b) The term "Airport" shall mean all County Airports.
- c) The term "AOA" shall mean the Airfield Operations Area of any MDAD airport.
- d) The term "Aviation Director" shall mean the Director of the Miami-Dade Aviation Department or his or her designee.
- e) The term "Board" shall mean the Board of County Commissioners of Miami-Dade County.
- f) The term "Code" shall mean the Code of Miami-Dade County, Florida.
- g) The term "County" shall mean Miami-Dade County, a political subdivision of the State of Florida.
- h) The term "CBP" shall mean U.S. Customs and Border Protection.
- i) The terms "Department" or "MDAD" shall mean the Miami-Dade Aviation Department. Wherein in this Agreement, rights are reserved to the County, MDAD may exercise such rights.
- j) The term "Effective Date" shall occur 30 days after award of the Contract, unless the parties mutually agree in writing to an earlier date; notwithstanding, the Effective Date shall not occur if Contractor is in default of its obligations to provide bonds and letters of insurance to the County.
- k) The term "Extra Work" shall mean any work as defined in Article 7.01 of this Agreement.
- l) The term "FAA" shall mean the U.S. Federal Aviation Administration.
- m) The term "Project Cleaning" shall mean the periodic services that are intended to clean to a "like-new" condition. This service includes, but is not limited to, high dusting, wall washing, deep extraction of carpets, steam cleaning, complete stripping and refinishing of hard floor surfaces, and other detailed services not included in daily Routine Cleaning.



- n) The term "Project Manager" shall mean the person, or his or her designee, assigned to oversee the project for MDAD. The Project Manager's responsibilities are to coordinate and communicate with the Contractor, and to oversee execution and completion of the Scope of Services and the terms and conditions of this Agreement. All parties may rely on the instructions or determinations made by the Project Manager, provided, however, that such instructions and determinations do not change the Scope of Services or modify the terms and conditions of this Agreement. The County shall from time to time provide written notice to the Contractor designating the Project Manager.
- o) The term "Proposal" shall mean the Contractor's written response to the solicitation document (WOPR).
- p) The terms "Proposer," "Respondent," "Submitter," "Vendor," "Bidder" or "Contractor" shall mean the person, firm, entity or organization submitting a response to the solicitation.
- q) The terms "'Work Order Proposal Request' or 'WOPR' " shall mean the solicitation document and all associated addenda and attachments.
- r) The terms "Scope of Services," "Scope of Work," or "Required Services," (Exhibit A) supplemented by the Technical Specifications (Exhibit B), shall mean the work to be performed by the Contractor. In case of conflict, the Technical Specifications shall control over Scope of Services, and both shall control over any representation made Contractor's proposal.
- s) The term "SIDA" shall mean the Security Identification Display Area.
- t) The terms "Subcontractor/Subconsultant" shall mean any person, firm, entity or organization, other than the employees of the Contractor, who contracts with the Contractor to provide labor, or labor and materials, in connection with the services that will be provided to the County, whether directly or indirectly, on behalf of the Contractor.
- u) The term "Contractor" shall mean an independent firm, company, joint venture, corporation, partnership, or individual that receives any award of a Contract from the County as a result of the solicitation.
- v) The term "TSA" shall mean the U.S. Transportation Security Administration.
- w) The term "Work Order" shall mean an official written request to MDAD for required emergency services/special assignments.
- x) The term "Zone" shall refer to the facilities and spaces encompassing a contractor's areas of responsibility.



**ARTICLE 1 – TERM****1.01 Term**

The term of this Agreement shall begin on the Effective Date of this Agreement and shall extend for the period of four (4) years following the execution of this Agreement. Such services shall be provided for those designated facilities/areas collectively contained in **Exhibit A** hereto and identified as Zone No. 2.

**1.02 Extension**

The County reserves the right to exercise its option to extend this Contract for up to one hundred-eighty (180) calendar days beyond the current Contract period and will notify the Contractor in writing of the extension. This Contract may be extended beyond the initial one hundred-eighty (180) calendar day extension period by mutual agreement between the County and the Contractor, upon approval by the Board of County Commissioners.

**1.03 Work Order Proposal Request Incorporated; Order of Precedence**

The Contractor acknowledges that it has submitted to the County a Proposal, in response to a Work Order Proposal Request (WOPR), and made various statements and representations to the County's Selection Committee, that were the basis for the award of this Agreement and upon which the County relied. The WOPR and the Proposal, and all affirmative statements or representations made to the Selection Committee, are incorporated into this Agreement. In the event there are any conflicts between this Agreement and Technical Specifications, and the WOPR or the Proposal, the terms of this Agreement and Technical Specifications shall govern, followed by the WOPR and then the Proposal. Additionally, the Proposal, and Proposer's statements and representations, terms of this Agreement, are hereby incorporated into this Agreement by reference to the extent that they impose additional or more stringent obligations on the Contractor. No portion of the proposal, or any statement or representation, shall serve to waive, diminish, or limit any provision of this Agreement.

Representations made by the Contractor, such as those describing its programs, abilities, qualifications, persons, and other proposed services in support of this Contract shall be enforceable under this Agreement.

**1.04 Storage Space**

The Department may make available to the Contractor storage space, including but not limited to janitorial closets, if available, upon request. Provision of such storage space is at the sole discretion of MDAD, and MDAD does not guarantee that such storage space is available, or if available, is suitable for the needs of the Contractor. The Contractor shall pay monthly rental payments for the storage space, if made available, in accordance with the prevailing Terminal rental rates, as determined by MDAD. Payments shall commence on the beneficial occupancy date.



**1.05 Support Space**

The Department may provide support space which includes administrative space, if available, to the Contractor, upon the request of the Contractor.

The Contractor shall pay monthly rental payments for the spaces in accordance with the prevailing Terminal rental rates, as determined by MDAD, for support space. Payments shall commence on the beneficial occupancy date.

**ARTICLE 2 – SCOPE OF SERVICES**

- A. Contractor agrees to provide the Services as specifically described, and under the special terms and conditions set forth in Exhibits “A” and “B” hereto, which by this reference is incorporated into this Agreement.
- B. Contractor represents to the County that: (i) All personnel assigned to perform the Services are and shall be, at all times during the term hereof, fully qualified, competent, physically capable, and trained to perform the tasks assigned to each; (ii) the Services will be performed in the manner described in Exhibits “A” and “B”; and (iii) each person executing this Agreement on behalf of the Contractor has been duly authorized to so execute the same and fully bind the Contractor as a party to this Agreement.
- C. Contractor agrees to cooperate with the County and attend all scheduled transition coordination meetings during a thirty (30) day period before and after the commencement of the Contract with the incumbent contractor. Contractor also agrees to attend all scheduled transition coordination meeting before and after the termination of this Agreement, if upon termination a third party has been selected to perform the work.
- D. County may require the Contractor to remove any employee the County deems careless, incompetent, insubordinate, or otherwise objectionable and whose continued services under this Agreement is not in the best interest of the County.

**ARTICLE 3 – EMERGENCY SERVICES**

Emergency services/special assignments are defined as any unforeseen work associated with, but not specifically identified within the Scope of Services of this Agreement. For the purpose of this clause, response time will mean “on-site and prepared to work”.

The Contractor shall provide Department with Emergency Services, upon request. Emergency response time shall be within thirty (30) minutes after verbal notification, later confirmed in writing by the County’s Project Manager.

In case of any emergency condition involving water leakage or flooding in a building or other occurrences requiring immediate correction or of a magnitude that the Contractor cannot address with its normal workforce, Contractor will coordinate with County’s Project Manager to perform the services no later than two (2) hours after the emergency has been reported. Water leaks and/or flooding shall include water leaks or flooding from plumbing pipe, fire sprinkler pipe and AC pipe ruptures/leaks, roof leaks, leaks through windows and any other water leak event that requires an emergency response. Notwithstanding anything else herein to the contrary, all costs associated with responding to and cleaning off water leaks/flooding shall be deemed a part of the Scope of Services, and Contractor shall not be entitled to any additional compensation for same.



At the conclusion of emergency work, normal work shall resume. No additional cost shall be charged to the County for the diversion of the Contractor' personnel from their normal work to the emergency work; however, the Contractor will not be penalized if normal work has been impacted. Under emergency conditions, personnel normally assigned to one (1) Department location can be temporarily assigned to another Department location.

#### **ARTICLE 4 – ACCESS TO PUBLIC RECORDS**

The Contractor shall comply with the Public Records Laws of the State of Florida, including but not limited to: (1) keeping and maintaining all public records that ordinarily and necessarily would be required by Miami-Dade County (County) in order to perform the service; (2) providing the public with access to public records on the same terms and conditions that the County would provide the records and at a cost that does not exceed the cost provided in Chapter 119, F.S., or as otherwise provided by law; (3) ensuring that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law; and (4) meeting all requirements for retaining public records and transferring, at no cost, to the County all public records in possession of the Contractor upon termination of the contract and destroying any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements upon such transfer. In addition, all records stored electronically must be provided to the County in a format that is compatible with the information technology systems of the County. Failure to meet any of these provisions or to comply with Florida's Public Records Laws as applicable shall be a material breach of the agreement and shall be enforced in accordance with the terms of the agreement.

**IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT (305) 375-5773, ISD-VSS@MIAMIDADE.GOV, 111 NW 1st STREET, SUITE 1300, MIAMI, FLORIDA 33128.**

#### **ARTICLE 5 – ADDITIONAL COSTS**

##### **5.01 Utilities**

The County shall provide the Contractor, at the County's sole cost and expense, with all utility service generally available and required by the Contractor to perform its obligations and functions under this agreement. Contractor shall use all means to be energy efficient in conducting its business. Costs for any noted abuses shall be charged back to the Contractor. Telephone service shall be at the Contractor's own expense.

##### **5.02 Parking**

Parking spaces, such as in the parking garages, shall not be provided at the County's expense. Parking fees per decal are issued as follows:

- i. Four (4) Months - Fee of \$120
- ii. Eight (8) Months - Fee of \$240
- iii. Twelve (12) Months - Fee of \$360

Parking fees are subject to change at the discretion of the County.



## ARTICLE 6 - COMPENSATION TO THE CONTRACTOR

### 6.01 Compensation Payable

The amount of compensation payable by the County to the Contractor shall be based on the rates quoted in Exhibit C hereto, which by this reference is incorporated into and made a part of this Agreement. The County will pay the Contractor's total price proposal in monthly installments, in accordance with the terms and conditions of the Agreement. Contractor agrees and understands that (i) any and all subcontractors providing Services related to this Agreement shall be paid through the Contractor and not paid directly by the County, and (ii) any and all liabilities regarding payment to or use of Subcontractors for any of the Services related to this Agreement shall be borne solely by the Contractor.

Contractor shall warrant that it has reviewed the County's requirements and has inquired as the Contractor deemed necessary in order to determine the appropriate compensation required to provide the Services performed under this Agreement. The compensation for all Services performed under this Agreement, including all costs associated with such Services, shall be pursuant to the Price Proposal Schedule attached hereto as Exhibit C. Rates shall remain firm and fixed for the term of the Agreement, including any option to extension periods. Extra Work approved in writing by the County as described in the Scope of Services will be reimbursed by the County separately from the monthly rate. The County shall have no obligation to pay the Contractor any additional sum in excess of those stated herein, except for a change and/or modification to the Agreement, which is approved and executed in writing by the County and the Contractor.

All Services undertaken by the Contractor before the County's approval of this Agreement shall be at the Contractor's risk and expense.

### 6.02 Invoicing

On the first (1st) day of each month, the Contractor shall submit to the Department the monthly invoice for services performed during the previous month. The County's Project Manager will review and verify the accuracy of the invoice as submitted and subsequent to the verification shall issue payment to the Contractor in the verified amount. If there are deductions or penalties, the amount paid to the Contractor shall be adjusted to reflect these items. No verification or payment shall preclude the Department from recovering any money paid in excess of that due. **Verification and payment by the County shall not serve as a limit or bar on the ability of the County to recover from the Contractor any overpayments.**

- A. The invoice shall include the billable information as stated in the Price Proposal Schedule. The costs for profit, overhead (including labor, materials, supplies, and training) are inclusive of the fees per square feet stated in the Price Proposal Schedule.
- B. **Deductions** - Payment shall be in accordance with Article 9.05 for any period in which the Contractor fails to complete all the scheduled Contract work or fails to meet the service levels specified in the Technical Specifications, or the MDAD Janitorial Quality Control Review Forms. However, the County may agree to pay



a reduced or prorated amount if the Contractor's failure to provide the services as specified was beyond the Contractor's reasonable control or was otherwise approved by and/or is in the best interests of the County. In addition to any other rights granted to the County hereunder, the County shall have the right at any time during the term of the Agreement, to withhold from any monies otherwise due and payable to the Contractor, such sums as the County deems necessary or desirable to protect itself against failure or delay in performance by the Contractor of its obligation hereunder, which right may be exercised by the County with or without revoking or terminating the Agreement.

- C. **Reductions** - No invoiced amount will be payable by the County for any (or all) facilities covered hereunder that are taken out of service by the County for any period.

#### **6.03 Prompt Payment**

The Contractor shall be fully responsible for making prompt payments and have the same dispute resolution procedures as the County, for all small business subcontractors. Failure of the Contractor to issue prompt payment to small businesses or to adhere to its dispute resolution procedures may be cause for suspension, termination, and debarment in accordance with the terms of the County contract or Public Health contract and debarment procedures of the County. Payment of undisputed invoice by the County shall be in accordance with both the "Florida Prompt Payment Act," Part VII, Chapter 218, Florida Statutes and Ordinance No. 15-31 pertaining to Small Business Enterprise (SBE) Program, which amends Section 2-8.1.1.1.1 of the Code.

#### **6.04 Timely Payment to Contractor**

All payments required to be made to the Contractor by the County hereunder shall be due and payable in accordance with the guidelines of the "Florida Prompt Payment Act" part VIII, Chapter 218, Florida Statutes, Ordinance No. 15-31 amending Section 2-8.1.1.1.1 of the Code, and of billing from the Contractor as provided herein; however, that the County may withhold payment of those portions of any billings which, in good faith, are in question or dispute. The Department shall advise the Contractor in writing of any such questioned or disputed portions of a billing within the guidelines of the "Florida Prompt Payment Act" payment period and shall remit the undisputed balance provided for herein.

#### **6.05 Accounts Receivable Adjustments**

In accordance with Miami-Dade County Implementing Order 3-9, Accounts Receivable Adjustments, if money is owed by the Contractor to the County, whether under this Contract or for any other purpose, the County reserves the right to retain such amount from payment due by County to the Contractor under this Contract. Such retained amount shall be applied to the amount owed by the Contractor to the County. The Contractor shall have no further claim to such retained amounts which shall be deemed full accord and satisfaction of the amount due by the County to the Contractor for the applicable payment due herein.

#### **6.06 Subcontractor Payment Report**

In accordance with Section 2-8.8 of the County Code (as amended by Ordinance No. 11-



90), an entity contracting with the County as a condition of final payment under a contract, the Contractor shall submit to the County via its web-based system all subcontractors used in the work, the amount of each subcontract, and the amount paid and to be paid to each subcontractors. In the event that the Contractor intends to pay less than the subcontract amount, the contractor shall deliver to the County a statement explaining the discrepancy or any disputed amount.

## **ARTICLE 7 – MODIFICATIONS**

### **7.01 Extra Work**

- A. Any work that adds square footage beyond the square footage amount as shown on the Price Proposal Schedule, or is outside the Scope of Services shall be defined as "Extra Work."
- B. The County will have the right to make changes to the work specified herein and the character or quantity as may be considered necessary or desirable to complete the service in an acceptable manner.
- C. The County will have the right to require the Contractor's personnel to perform other cleaning duties on the premises as the County deems necessary or desirable, and the Contractor shall promptly comply with the requirements. The County may authorize minor changes or alterations in the method or performance of the Services not involving additional cost and not inconsistent with the overall intent of this Agreement.

### **7.02 Changes in Work**

Without invalidating the intent of the Agreement, the County may order any changes to the work, in writing, signed by the County's representative. If the changes result in additions or deletions of square footage, the County will increase or reduce the compensation to the Contractor in accordance with fees per square footage pursuant to Exhibit C. In addition, Compensation for Extra Work or a reduction in work shall be determined at the time of need, and agreed to by the County and Contractor, in accordance with fees per square footage pursuant to Exhibit C.

## **ARTICLE 8 – PERSONNEL**

### **8.01 Employment Policy and Procedures Manuals**

The Contractor shall, within thirty (30) days following the date of this Agreement, submit to the Department a copy of its Employment Policy and Procedures Manuals covering policy subjects including, but not necessarily limited to, operations requirements, back office support, integration with the Contractor's corporate systems and procedures, chemical and material specifications and requirements, cleaning standards, safety programs, airport security and restricted access control, quality assurance, drug-free workplace policy, equal employment opportunity and diversified workplace program, tips and gratuities, lost and found, and other programs or policies and other matters dealing with terms, conditions, and requirements of employment. The Contractor shall take such employment actions, which may involve any of the matters described in the Employment Policy and Procedures Manual, as the Department may require.



**8.02 AOA – Right to Search**

It is understood that the Department has a strong interest in maintaining airport security and intends to implement increased security measures for companies having access to the Airfield Operations Area (“AOA”) of the Airport. The Contractor shall agree that its vehicles, cargo, goods and other personal property are subject to being searched when attempting to enter, leave or while on the AOA. The Contractor shall further agree, when required by the Department, that it shall not authorize any employee requiring regular access to the AOA as part of his/her regular duties to enter the AOA unless and until such employee has executed a written Consent to Search Form acceptable to the Department. The Contractor pursuant to this Agreement shall not employ persons not executing such Consent to Search Form.

It is further agreed that the Department has the right to prohibit an individual, agent or employee of the Contractor from entering the AOA, based upon facts which would lead a person of reasonable prudence to believe that such individual might be inclined to engage in theft, cargo tampering, aircraft sabotage or other unlawful activities. Any person denied access to the AOA or whose prior authorization has been revoked or suspended on such grounds shall be entitled to a hearing before a designated representative of the Department within a reasonable time. Prior to such hearing, the person denied access to the AOA shall be advised, in writing, of the reasons for such denial. Persons denied such access may not be employed by the Contractor in areas requiring AOA access.

The Contractor shall acknowledge and understand that these provisions are for the protection of all users of the AOA and are intended to reduce the incidences of thefts, cargo tampering, aircraft sabotage and other unlawful activities.

**8.03 Federal Agencies Right to Consent**

The Contractor shall understand and agree that all persons entering and working in or around arriving international aircraft and facilities used by various Federal Inspection Services agencies may be subject to the consent and approval of such agencies and any bonding that may be imposed by such agencies. Persons not approved or authorized by the Federal Inspection Services agencies may not be employed by the Contractor in areas under the jurisdiction or control of such Federal Inspection Agencies.

The Department has security rules and policies in place that each company and their personnel must be in compliance with when performing duties at Miami International Airport. These policies include provisions of the Miami-Dade County Code for Aviation Department Rules and Regulations Chapter 25, MDAD Security Directives and Notices, and Transportation Security Administration (TSA) requirements under Title 49, CFR, Parts 1540, 1542, and 1544.

**8.04 Tips and Gratuities**

Contractor, Contractor’s personnel, and any Subcontractor to this Agreement shall not solicit or accept, for any reason whatsoever, any gratuity from passengers, tenants, customers, or any other persons using the premises.



**8.05 Lost and Found**

All items of value found by Contractor personnel or any Subcontractor during the performance of duties under this Agreement shall be immediately turned into the Department's Lost and Found office, located on the fourth (4<sup>th</sup>) floor of Terminal D. The Contractor shall be responsible for ensuring these policies are thoroughly understood by each employee and strictly enforced at all times.

**8.06 Other Agreements**

After the award of this Agreement, the Contractor may not enter into agreements with any airport tenant for the performance of any janitorial work. The Contractor's current contracts with existing MIA tenants may remain in place as long as said contracted services and the level of services provided under said tenant contracts do not conflict with the services specified under this Agreement. Upon award, the Contractor must disclose any existing agreements held by the Contractor with current MIA tenants. Said agreements may not be renewed or extended for any period.

**A. Subcontractors**

1. The Contractor's right to subcontract shall be governed by the provisions of the Contract as described herein.
2. Nothing contained in this Agreement shall be construed as creating any contractual relationship between any subcontractor and the County.
3. The Contractor shall be fully responsible to the County for the acts and omissions of a subcontractor and of its personnel as the Contractor is responsible for acts and omissions of persons directly employed by it.

**B. Additional Responsibilities**

The Agreement shall not be construed to create any exclusive rights with respect to any janitorial or other services at the airport. The County may, in its sole discretion, award any Extra Work, whether in the existing work areas or in any addition to the existing work areas, or any additional area, to any third party, or such work may be performed by County employees. Contractor shall be expected to cooperate with any or all other Contractors who may be performing work in the area.

**ARTICLE 9 - SPECIAL PROVISIONS****9.01 Protection of Physical Property**

Contractor shall employ procedures that protect and enhance physical surfaces to achieve their expected or specified look. Contractor shall be responsible for costs associated with repair of damages caused by the Contractor or Subcontractor's personnel through abuse, neglect, or misuse of equipment or supplies, considered other than normal wear and tear. Contractor shall be responsible for claims to repair (if possible, and if not possible, to replace) physical property as a result of its Subcontractors', procedures or employees' actions that result in damage to physical property. For the avoidance of doubt, there are no third-party beneficiaries to this Agreement.



**A. Repair of Damage**

The Contractor shall repair all damage to the facilities that may be caused by any of its employees, its actions or omissions. Repairs must return the facility to "like new" conditions, matching adjacent areas. Repairs will be subject to approval of the Department. The Contractor shall complete said repairs within seven (7) days of receipt of a written letter. Upon failure of the Contractor to comply, the County shall have the authority to complete the repair by other means, including the use of a third party contractor or claims against the Contractor's insurance policy. The costs of the action taken by the County to remedy the damage as determined by the County shall be deducted from any monies due or to become due the Contractor under this Agreement.

**9.02 Corrective Action**

If in the opinion of the County services are not performed in accordance with the service standards as outlined, the County may so advise the Contractor to take immediate corrective action. Failure to provide immediate corrective action, or repeated failure to accurately comply with the requirements herein, even if immediately corrected, shall subject the Contractor to liquidated damages identified under Article 9.05 herein.

**9.03 Injury or Damage**

- A. Contractor shall promptly notify the Department of any incidents or accidents arising out of the performance of this Agreement involving property damage or injury. Notice must include an assessment of any damage or injury which may result from such action.
- B. Contractor's personnel shall immediately report all accidents or incidents to the Department's Operations Control Room, and shall, within 24 hours, complete any forms required by the Department to document and describe the incident or accident.
- C. Unusual or catastrophic events involving personnel or equipment shall, within twenty-four (24) hours, be followed by a written report to the Department detailing the circumstances surrounding the event and the actions taken or to be taken by the Contractor.
- D. Contractor shall be responsible for all claims arising out of any such incident or accident as provided in Article 12, Indemnification of this Agreement.

**9.04 Complaints**

The Contractor shall respond promptly and courteously to all complaints received and shall promptly, no later than ten (10) days following receipt of a complaint, provide the Department with copies of all written complaints and the Contractor's response thereto.

**9.05 Liquidated Damages: Damages, Deductions, and Draw Down on Monthly Invoices**

- A. All work performed and all materials furnished shall be in conformity with contractual requirements of this Agreement. Performance of a service will be evaluated throughout the day to determine compliance with the performance



requirements of the Agreement. In the event the County determines that the services performed or materials furnished by the Contractor are defective, not in conformity with the contract requirements, or have resulted in an inferior or unsatisfactory level of service, the County shall notify a Contractor through a Contract Performance Report (CPR) issued by the Department, to correct the nonconforming condition within the cure periods identified below upon receipt of CPR. The CPR shall include the MDAD Janitorial Quality Control Review Form, as exemplified in Exhibit E, identifying the specific conditions requiring corrective service. Listed below in Table 1, Contractor Performance Measurement, are examples of nonconforming services, and their respective classifications:

**Table 1**  
**Contractor Performance Measurement**

	<b>Service Defect</b>	<b>Defect Type*</b>	<b>Response Time</b>
1.	Failure to Carry out Work and Meet Service Levels Specified in the Technical Specification	Cycle Defect	Two (2) Hours After Notification
2.	Failure to Maintain, Complete or Deliver Reports, Records or Forms	Cycle Defect	Two (2) Hours After Notification
3.	Failure to Maintain Sufficient Stock of Supplies	Cycle Defect	Two (2) Hours After Notification
4.	Failure to Respond to Emergency Services within the Required Timeframes established in Article 3.	Patrolling Defect	Thirty (30) Minutes After Notification
5.	Failure to Maintain Emergency Standby Supply Inventory as required by the Agreement	Cycle Defect	Two (2) Hours After Notification
6.	Failure to Maintain Equipment On-Site, in Sufficient Quantities and Specified Condition	Cycle Defect	Two (2) Hours After Notification
7.	Failure to Maintain EPA-Approved Labeling, Warnings and Antidote Requirements for Chemicals as per the Agreement	Cycle Defect	Two (2) Hours After Notification
8.	Complaints from MDAD Staff, Users/Tenants, or Customers Regarding the Responsiveness or Professionalism of the Contractor.	Patrolling Defect	Thirty (30) Minutes After Notification

**Note:** Patrolling Defects shall include activities that require immediate response or attention. Cycle Defects shall include all daily and cycle cleaning as required by the Technical Specifications.

- B. Each CPR received will result in a deduction per the deduction schedule specified in Table 2, Contractor Performance Report Deduction Schedule. The CPR deduction will be cumulative for all CPRs issued in a 24-Hour period. As such the first (1<sup>st</sup>) CPR in a 24-Hour period will result in a one hundred dollar (\$100.00) deduction and shall accumulate in one hundred dollar (\$100) increments for each CPR issued in a 24-Hour period. The Contractor shall respond to each CPR by addressing the defect within the cure period and completing the "Contractor Action" section of the CPR. Upon receipt of the updated CPR, the Department will reevaluate the defect to determine satisfactory performance. Reevaluations will result in a reevaluation fee of one hundred dollars (\$100.00) for each CPR issued. **CPRs issued and satisfactorily completed by the Contractor within the allocated time frame will not be assessed**



the CPR deduction rates, however, the reevaluation fee may be enforced for all CPRs issued, at the discretion of the County.

- C. If the Department determines that the Contractor's cure of the defect is unsatisfactory after reevaluation, an additional CPR will be issued, initiating another cure period and subsequent reevaluation. This process will continue until satisfactory results are confirmed in writing by the Department. A reevaluation fee of one hundred dollars (\$100.00) will be assessed for each reevaluation, per defect.

Table 2 Contractor Performance Report Deduction Schedule			
Number of Daily CPR Occurrence	CPR Deduction	Reevaluation Fee	Total Damages Assessed
1	\$100.00	\$100.00	\$200.00
2	\$200.00	\$100.00	\$300.00
3	\$300.00	\$100.00	\$400.00
4	\$400.00	\$100.00	\$500.00
5	\$500.00	\$100.00	\$600.00
6	\$600.00	\$100.00	\$700.00
7	\$700.00	\$100.00	\$800.00
8	\$800.00	\$100.00	\$900.00
9	\$900.00	\$100.00	\$1,000.00
Daily Total			\$5,400.00

- D. The Contractor and the County expressly agree that calculation of actual damages to the County's reputation which may result from the Contractor's failure to perform (i.e., loss of passenger goodwill or negative publicity) are incapable of precise determination, and that the Liquidated Damages above are fair, reasonable, and not a penalty.
- E. If the Contractor fails to perform its obligations hereunder, and actual damages resulting therefrom are capable of determination, such as damages to persons or property, then Contractor shall be liable to County for such damages pursuant to Article 21 of this Agreement or as agreed by the Parties; provided, however, without limiting the County's rights pursuant to Article 12, that neither party shall be liable to the other for any special, incidental, or consequential damages arising under this Agreement..
- F. For default by Contractor, of any performance measure, County may offset against the next check owed to Contractor the amount of such liquidated damages or the amount of the actual damages, or may at County's option, draw down upon the monthly invoice due to the Contractor, in an amount equal to the actual damages determined pursuant to Article 21 or as agreed by the Parties or in an amount equal to the deduction schedule specified in Table 2.
- G. Upon failure of the Contractor to comply within the Response Time, the County shall have the authority to correct the condition by other means, including the use of County employees or by separate contract. The costs of the action taken by the



County to remedy the nonconforming situation/condition as determined by the County shall be deducted from any monies due or to become due the Contractor under this Agreement.

- H. Notwithstanding, nothing in this Section shall limit the County's rights or remedies in the event of a material default of this agreement by Contractor, and the specification of Liquidated Damages herein is supplemental to, and not in derogation of, the County's right to terminate this agreement in the event of a material default or otherwise provided for at law.
- I. Notwithstanding the above notice provisions, if the County determines that a condition exists which may adversely affect the health or safety of a person or property, the County shall order the Contractor to correct the condition immediately. Upon the refusal of the Contractor to comply with the order or a determination by the County that the Contractor is unable to correct the condition, the County will have the authority to correct the condition by other means without further notice. If the County has cause to correct a condition that, in the County's opinion, should have been corrected by the Contractor, the County may elect to assess financial damages and/or the additional cost to the County, to obtain other means to correct the nonconforming item. Continual or intentional breaches of contract will be causes for termination.
- J. Actions Not Covered Under This Article - The damages set forth in this Article shall not apply to the extent the Services rendered by Contractor are affected by any of the following; (i) unauthorized actions of the County's personnel; (ii) unauthorized actions of third parties not an agent, Subcontractor, or supplier of the Contractor; (iii) failure of software or equipment not administered by Contractor; (iv) damage or malfunction of hardware or software cause by the County, or third party not an agent, Subcontractor, or supplier of the Contractor; or (v) the *force majeure* conditions set forth elsewhere in this Agreement.

#### **9.06 Communication between the County and the Contractor**

- A. At the start of this Agreement, the Department Director will designate the County's Project Manager for this Agreement. The County's Project Manager may designate a representative to be responsible for day-to-day communication with the Contractor.
- B. The County's Project Manager will monitor the quality of work performed, the manner of performance, rate of progress of the work and the acceptability of chemicals, supplies, tools and equipment furnished by the Contractor.
- C. The County's Project Manager will interpret the Technical Specifications with regard to, but not limited to, the Scope of Services, cleanliness standards and the Department's satisfaction with the level of Contractor performance of the Agreement.
- D. Should tenant office spaces become vacant, the County's Project Manager will notify the Contractor, in writing, the required cleaning services, in accordance with the technical specifications.
- E. Should the Contractor disagree with the County Project Manager's determination regarding any question or issue, the Contractor may request the matter be brought to



the Department Director for final determination.

## ARTICLE 10 – CONTRACTS ASSIGNABLE

- A. All contracts, purchase agreements and purchase orders entered into by the Contractor for the purchase of goods and services, pursuant to this Article or otherwise pursuant to this Agreement, shall be assigned by the Contractor to the County or others as designated by the Department, upon the request of the Department and upon termination of this Agreement. All such contracts, purchase agreements and purchase orders shall contain language acceptable to the Department, reflecting that they are assignable as provided herein. Upon such assignment, the Contractor shall be relieved from any further responsibility to the County under such contracts, agreements and orders.
- B. Any and all contracts or agreements to be entered into by the Contractor solely to support operations hereunder or relative to the provision of outside contract services shall be approved in advance by the Department and shall contain a provision that any such contracts or agreements shall be assignable, upon notice from the Department, to the County or to another party as designated by the Department.

## ARTICLE 11 - BONDS

### 11.01 Performance Bond

Not later than twenty (20) calendar days of Award, the Contractor shall provide a Performance Bond from a surety meeting the qualifications set forth herein, in an amount equal to **twenty-five percent (25%)** of the Contractor's annual compensation for services, plus any state sales taxes as may be applicable and required by law. The Bond shall be kept in full force throughout the term of this Agreement. The Bond shall be submitted in a form approved by the Department. The Department may increase or decrease the amount of the Bond based upon experience and the potential for loss based on improper or nonperformance by the Contractor. In the alternative, an irrevocable letter of credit, or other form of security acceptable to the Department may be furnished. Any such form of security instrument shall be endorsed as to be readily negotiable by the Department for the payment required hereunder. The Performance Bond or other security instrument shall be effective for the current year of operation with automatic renewals for each of the remaining years under this Agreement, including any extensions naming the County as obligee and issued by a surety company or companies in such form as approved by the County Attorney.

### 11.02 U.S. Customs and Border Protection (CBP) Bond

Not later than twenty (20) calendar days of Award, the Contractor shall provide a Bond from a surety to comply with the requirements of Exhibit M for clearance to conduct business within CBP areas, in accordance with the requirements of this Agreement.

- 11.03 Failure to provide bonds as required under this Article shall be a default of this Contract, notwithstanding its occurrence prior to the Effective Date.



## ARTICLE 12 – INDEMNIFICATION

The Contractor shall indemnify and hold harmless the County and its officers, employees, agents and instrumentalities from any and all liability, losses or damages, including reasonable attorneys' fees and costs of defense, which the County or its officers, employees, agents or instrumentalities may incur as a result of claims, demands, suits, causes of actions or proceedings of any kind or nature arising out of, relating to or resulting from the negligent or reckless performance of this Agreement by the Contractor or its employees, agents, servants, partners, principals or subcontractors (including negligence in performing the containment and removal of foreign object debris (FOD) from the shadow (ramp) areas related to aircraft ingestion and subsequent damage), except to the extent arising out of or relating to the sole negligent or reckless conduct of the County. Contractor shall pay all claims and losses in connection therewith and shall investigate and defend all claims, suits or actions of any kind or nature in the name of the County, where applicable, including appellate proceedings, and shall pay all costs, judgments, and reasonable attorney's fees which may issue thereon. Contractor expressly understands and agrees that any insurance protection required by this Agreement or otherwise provided by Contractor shall in no way limit the responsibility to indemnify, keep and save harmless and defend the County or its officers, employees, agents and instrumentalities as herein provided.

## ARTICLE 13 – INSURANCE

### 13.01 Insurance Required

Not later than twenty (20) days after the Award, the Contractor shall obtain all insurance required under this Article and submit a certificate of insurance to the Internal Services Department, Strategic Procurement Division, for approval. All insurance shall be maintained throughout the term of the Agreement. Failure to provide insurance shall be a default of this Contract, notwithstanding its occurrence prior to the Effective Date.

Certificate(s) of insurance from the Contractor must be furnished to the Internal Services Department, Strategic Procurement Division located at 111 NW 1st Street, Suite 1300, Miami, Florida 33128 and show coverage has been obtained that meets the requirements as outlined below during the provision of Services at the Zone:

- A. Workers' Compensation as required by Chapter 440, Florida Statutes.
- B. Comprehensive General Liability in an amount not less than \$1,000,000 per occurrence. Miami-Dade County must be shown as an additional insured with respect to this coverage.
- C. Automobile Liability Insurance covering all owned, non-owned and hired vehicles used in connection with the work in an amount not less than \$1,000,000\* combined single limit per occurrence for bodily injury and property damage.

\*Under no circumstances are Contractors permitted on the Aviation Department, Aircraft Operating Airside (A.O.A) at Miami International Airport without increasing automobile coverage to \$5,000,000 as approved by ISD Risk Management. Only vehicles owned or leased by a company will be authorized. Vehicles owned by individuals will not be authorized. \$1 million limit applies at all other airports.



The County in its sole discretion shall have the right to reject any insurance coverage described in sub Article 13.01 (B), and (C) above which fails to provide the coverage required by this Agreement. Nothing herein will relieve the Contractor of liability assumed by this Agreement.

The mailing address of Miami-Dade County as the certificate holder must appear on the certificate of insurance as follows:

Miami-Dade County  
111 N.W. 1st Street  
Suite 1300  
Miami, Florida 33128-1974

### **13.02 Insurance Classifications**

The insurance coverage required shall include those classifications as listed in Standard Liability Insurance Manuals, which most nearly reflect the operations of the Contractor under this Agreement.

### **13.03 Certificates of Insurance**

The Contractor shall furnish certificates of insurance to the County prior to commencing any operations under this Agreement, which certificates shall clearly indicate that:

- a) the Contractor has obtained insurance in the type, amount and classifications as required for strict compliance with this Sub-Article;
- b) the County is named as an additional insured on the general liability and auto policies; and
- c) No material change or cancellation of said insurance shall be made without thirty (30) days prior written notice to the County from the Contractor. .

### **13.04 Certificates of Renewal**

The Contractor shall furnish certificates evidencing renewal or replacement of required insurance coverage, thirty (30) days prior to expiration or cancellation. The Department reserves the right to assume direct responsibility for carrying all or any of the required insurance coverage by the issuance of notice in writing to the Contractor. In the event the Department exercises its right to assume direct responsibility for any of the required insurance coverage, the Contractor shall be named as an additional insured, where applicable provided the Department does not self-insure. Compliance with the foregoing requirements shall not relieve the Contractor of its liability and obligation under any other portion of this Agreement.

### **13.05 Certificates of Continuity**

The Contractor shall be responsible for assuring that the insurance certificates required in conjunction with this Sub-Article remain in force for the duration of the contract, including any and all option years, if applicable. If insurance certificates are scheduled to expire during the contract period, the Contractor shall be responsible for submitting new or renewed insurance certificates to the ISD Risk Management Office at a minimum of thirty (30) calendar days before such expiration.



All insurance policies required above shall be issued by companies authorized to do business under the laws of the State of Florida, with the following qualifications:

The company must be rated no less than "A-" as to financial strength, and no less than "Class VII" as to financial size, according to the latest edition of Best's Key Rating Guide, published by A.M. Best Company, or its equivalent, subject to the approval of the ISD Risk Management.

No modification or change in insurance shall be made without thirty (30) calendar days written advance notice to the certificate holder from the Contractor.

AND

The company must hold a valid Florida Certificate of Authority as shown in the latest "List of All Insurance Companies Authorized or Approved to Do Business in Florida", issued by the State of Florida Department of Insurance and is a member of the Florida Guaranty Fund.

**Certificate of Insurance (ACCORD form) shall indicate "Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions."**

#### **13.06 Cancellation of Insurance**

Cancellation of any insurance or non-payment of any premiums for any insurance policies required by this Agreement shall constitute a breach of this Agreement.

#### **13.07 Other Insurance Indemnification**

The Contractor represents and warrants that any insurance protection required by this Agreement or otherwise provided by its contractors and subcontractors shall in no way limit the responsibility to indemnify, keep and save harmless and defend the County or its officers, employees, consultants, agents and instrumentalities as herein provided.

#### **13.08 Contractor Liable**

Compliance with the requirements of this Article 13 shall not relieve the Contractor from its liability under any other portion of this Agreement.

#### **13.09 Right to Examine**

The Department retains the right to examine the original or true copy of the insurance policy (including, but not limited to binders, amendments, exclusions, riders and applications) to determine the true extent of coverage. The Contractor shall have the right to redact the policy of any sensitive company information and/or sensitive information of other clients.

#### **13.10 Personal Property**

Any personal property of the Contractor, or of others, placed in the Zone shall be at the sole risk of the Contractor or the owners thereof, and the County shall not be liable for any loss or damage thereto, irrespective of the cause of such loss or damage.



**13.11 Survival of Provisions**

The provisions of this Article 13 shall survive the expiration or earlier termination of this Agreement.

**ARTICLE 14 - ASSIGNMENT**

**No Assignment, Subletting or Sale of Controlling Interest:** The Contractor shall not assign, transfer or sell its controlling interest ("Ownership"), or pledge or otherwise encumber the Agreement or any of the rights, privileges and obligations of the Contractor hereunder, without approval of the Department.

**ARTICLE 15 – CONTRACT MEASURES**

This Agreement includes contract measures for Miami-Dade County Certified Small Business Enterprises (SBEs) as follows: fifteen percent (15%) SBE Goal.

The participating SBE firms (or joint ventures) must maintain a valid Miami-Dade County SBE certification throughout the duration of this Agreement. Also, refer to Exhibit H for the Miami-Dade County Small Business Enterprise Participation Provisions, for definitions, explanations and instructions.

**ARTICLE 16 - TRADEMARK AND LICENSES**

The County may from time to time, permit the Contractor to utilize certain patents, copyrights, trademarks, trade names, logos, computer software and other intellectual property owned by the County in the performance of this Agreement, which patents, copyrights, trademarks, trade names, logos, computer software and other intellectual property may have been created pursuant to the terms of this Agreement. Such permission, when granted, shall be evidenced by a non-exclusive license executed by the Contractor and the Department, on behalf of the County, granting the Contractor the right, license and privilege to use a specific patent, copyright, trademark, trade name, logo, computer software or other intellectual property without requiring payment of fees thereof; the County may likewise license from the Contractor the use of certain trademarks which the Contractor has previously created, without a requirement for the payment of any additional fees or compensation to the Contractor for such license. Failure of the parties to execute a formal license agreement shall not vest title or interest in such patent, copyright, trademark, trade name, logo, computer software or other intellectual property in the using party.

**ARTICLE 17 - LABOR ACTIVITY**

If any strike, boycott, picketing, work stoppage, slowdown or other labor activity is directed against the Contractor at the Airport, which results in the curtailment or discontinuance of services performed hereunder, the Department shall have the right, during said period, to cause the services required to be provided under this Agreement to be performed by others without liability to the County or the Contractor. During such period, this Agreement may be abated or terminated at the discretion of the County.

The Contractor shall use all reasonable care consistent with its rights to manage and control its operation, not to employ any persons, use any labor, use or have any equipment, or permit any



condition to exist which may cause, or be conducive to, any complaint, trouble, dispute or controversy which interferes or is likely to interfere with the operation of the Airport or with other Airport employees or Contractors.

## **ARTICLE 18 - DAMAGE OR DESTRUCTION TO ZONE**

If, in the sole determination of the County, the Zone or a substantial portion thereof are rendered unfit or unusable for the use and purpose for which this Agreement is granted, without fault on the part of the Contractor, the Department shall have right to terminate this Agreement, upon five (5) day notice in writing, without liability to the Contractor.

## **ARTICLE 19 - NONDISCRIMINATION**

### **19.01 Equal Employment Opportunity**

The Contractor shall not discriminate against any employee or applicant for employment because of race, color, national origin, religion, ancestry, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, gender identity or gender expression or status as victim of domestic violence, dating violence or stalking, nor in accordance with the Americans with Disabilities Act, discriminate against any otherwise qualified employees or applicants for employment with disabilities who can perform the essential functions of the job with or without reasonable accommodation. The Contractor shall take affirmative actions to ensure that applicants are employed and that employees are treated during their employment without regard to race, color, national origin, religion, ancestry, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, gender identity, gender expression, status as victim of domestic violence, dating violence, or stalking. Such actions include, but are not limited to, the following: Employment, upgrading, transfer or demotion, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training including apprenticeship.

The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices provided by the County setting forth the provisions of this Equal Employment Opportunity clause. The A/ shall comply with all applicable provisions of the Civil Rights Act of 1964, Executive Order 11246 of September 24, 1965, as amended by Executive order 11375, revised Order No. 4 of December 1, 1971, as amended, and the Americans with Disabilities Act. The Age Discrimination in Employment Act effective June 12, 1968, the rules, regulations and relevant orders of the Secretary of Labor, Florida Statutes 112.041, 112.042, 112.043 and Miami-Dade County Code Section 11A1 through 13A1, Articles 3 and 4.

The Contractor shall assign responsibility to one of its officials to develop procedures that will ensure that the policies of Equal Employment Opportunity and Affirmative Action are understood and implemented.

### **19.02 Nondiscriminatory Access to Premises and Services**

The Contractor, for itself, its personal representatives, successors in interest, and assigns, as part of the consideration hereof, does hereby covenant and agree as a covenant that: (1)



no person on the grounds of race, color, national origin, religion, ancestry, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, gender identity or gender expression or status as victim of domestic violence, dating violence or stalking shall be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of the premises, including the construction of any improvements, or services provided the Contractor; (2) that the Contractor shall use the Airport in compliance with all other requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the Department of Transportation-Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations may be amended; (3) the Contractor shall use the premises in compliance with all other requirements imposed by or pursuant to the enforceable regulations of the Department of Transportation as amended from time to time; and (4) the Contractor shall obligate their sub-consultants to the same non-discrimination requirements imposed on the Contractor and assure said requirements are included in those sub-agreements.

### **19.03 Non-Discrimination**

During the performance of this Agreement, the Contractor agrees as follows: The Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, national origin, religion, ancestry, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, gender identity or gender expression or status as victim of domestic violence, dating violence or stalking. The Contractor shall furnish all information and reports required by Executive order 11246 of September 24, 1965, as amended by Executive order 11375 and by rules, regulations, and orders of the Secretary of labor, or pursuant thereto, and will permit access to Contractor books, records, accounts by the County and Compliance Review Agencies for purposes of investigation to ascertain by the compliance with such rules, regulations, and orders. In the event of the Contractor's noncompliance with the non-discrimination clauses of this Agreement or with any of the said rules, regulations, and orders, this Agreement may be cancelled, terminated, or suspended in whole or in part in accordance with the Termination of Agreement section hereof and the Contractor may be declared ineligible for further contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, as amended by Executive Order 11375 and such sanctions as may be imposed and remedies invoked as provided in Executive Order 11375 and such sanctions as may be imposed and remedies invoked as provided in Executive Order 11246 as amended or by rules, regulations, and orders of the Secretary of Labor, or as otherwise provided by law.

The Contractor will include Section 7.1 Equal Employment Opportunity and Section 7.2 Nondiscriminatory Access to Premises of this Article in Contractor sub-contracts in excess of \$10,000.00, unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order 11246 of September 24, 1965, as amended by Executive Order 11375, so that such provisions will be binding upon each sub-consultant.

The Contractor shall take such action with respect to any subcontract as the County may direct as a means of enforcing such provisions, including sanctions for noncompliance, provided, however, that in the event the Contractor becomes involved in, or is threatened



with, litigation with a sub-consultant as the result of such direction by the County or by the United States, the Architect/Engineer may request the United States to enter into such litigation to protect the interests of the United States.

#### **19.04 Disability Non-Discrimination Affidavit**

By entering into this Agreement with the County and signing the Disability Non-discrimination Affidavit, the Contractor attests that it is not in violation of the Americans with Disabilities Act of 1990 (and related Acts) or Miami-Dade County Resolution No. R-385-95. If the Contractor or any owner, subsidiary or other firm affiliated with or related to the Contractor is found by the responsible enforcement officer of the Courts or the County to be in violation of the Act or the Resolution, such violation shall render this Contract terminable in accordance with the Termination of Agreement section hereof. This Contract shall be void if the Contractor submits a false affidavit pursuant to this Resolution or the Contractor violated the Act or the Resolution during the term of this Contract, even if the Contractor was not in violation at the time it submitted its affidavit.

#### **19.05 Breach of Nondiscrimination Covenants**

In the event it has been determined that the Contractor has breached the nondiscrimination covenants contained in Article 19, pursuant to the complaint procedures in the applicable Federal Regulations, and the Contractor fails to comply with the sanctions and/or remedies which have been prescribed, the County shall have the right to terminate this Agreement pursuant to Sub-Article 19.02 hereof.

#### **19.06 Affirmative Action/Non-Discrimination of Employment, Promotion, and Procurement Practices (County Code Section 2-8.1.5)**

In accordance with the requirements of County Code Section 2-8.1.5, all firms with annual gross revenues in excess of five million dollars (\$5,000,000) seeking to contract with Miami-Dade County shall, as a condition of award, have a written Affirmative Action Plan and Procurement Policy on file with the County's Internal Services Department, Small Business Development Division (SBD) . Said firms must also submit, as a part of their proposals/bids to be filed with the Clerk of the Board, an appropriately completed and signed Affirmative Action Plan/Procurement Policy Affidavit.

Firms whose Boards of Directors are representative of the population make-up of the nation are exempt from this requirement and must submit, in writing, a detailed listing of their Boards of Directors, showing the race or ethnicity of each board member, to SBD . Firms claiming exemption must submit, as part of their proposal/bids to be filed with the Clerk of the Board, an appropriately completed and signed Exemption Affidavit in accordance with County Code Section 2-8.1.5. These submittals shall be subject to periodic reviews to assure that the entities do not discriminate in their employment and procurement practices against minorities and women-owned businesses.

It will be the responsibility of each firm to provide verification of their gross annual revenues to determine the requirement for compliance with the County Code Section. Those firms that do not exceed \$5 million annual gross revenues must clearly state so in their bid/proposal.



**19.07 Federal Aviation Administration (FAA) Provisions****A). Compliance with Nondiscrimination Requirements**

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

1. Compliance with Regulations: The Contractor (hereinafter includes consultants) will comply with the Title VI List of Pertinent Nondiscrimination Acts And Authorities, as they may be amended from time to time, which are herein incorporated by reference and made a part of this Contract.
2. Non-discrimination: The Contractor, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The contractor will not participate directly or indirectly in the discrimination prohibited by the Nondiscrimination Acts and Authorities, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR part 21.
3. Solicitations for Subcontracts, Including Procurements of Materials and Equipment: In all solicitations, either by competitive bidding, or negotiation made by the Contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the Contractor of the Contractor's obligations under this contract and the Nondiscrimination Acts And Authorities on the grounds of race, color, or national origin.
4. Information and Reports: The Contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the sponsor or the Federal Aviation Administration to be pertinent to ascertain compliance with such Nondiscrimination Acts And Authorities and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish the information, the contractor will so certify to the sponsor or the Federal Aviation Administration, as appropriate, and will set forth what efforts it has made to obtain the information.
5. Sanctions for Noncompliance: In the event of a Contractor's noncompliance with the Nondiscrimination provisions of this Contract, the sponsor will impose such contract sanctions as it or the Federal Aviation Administration may determine to be appropriate, including, but not limited to:
  - a. Withholding payments to the Contractor under the Contract until the contractor complies; and/or
  - b. Cancelling, terminating, or suspending a contract, in whole or in part.



6. Incorporation of Provisions: The Contractor will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, Required Contract Provisions Issued on January 29, 2016 Page 19 AIP Grants and Obligated Sponsors Airports (ARP) unless exempt by the Acts, the Regulations and directives issued pursuant thereto. The Contractor will take action with respect to any subcontract or procurement as the sponsor or the Federal Aviation Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the contractor becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the contractor may request the sponsor to enter into any litigation to protect the interests of the sponsor. In addition, the contractor may request the United States to enter into the litigation to protect the interests of the United States.
7. During the performance of this Contract, the Contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "Contractor") agrees to comply with the following nondiscrimination statutes and authorities; including but not limited to:
  - Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d *et seq.*, 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin);
  - 49 CFR part 21 (Non-discrimination In Federally-Assisted Programs of The Department of Transportation—Effectuation of Title VI of The Civil Rights Act of 1964);
  - The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
  - Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 794 *et seq.*), as amended, (prohibits discrimination on the basis of disability); and 49 CFR part 27;
  - The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 *et seq.*), (prohibits discrimination on the basis of age);
  - Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
  - The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or



activities of the Federal-aid recipients, sub-recipients and Contractors, whether such programs or activities are Federally funded or not);

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

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

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

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



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

## **ARTICLE 20 - RULES AND REGULATIONS**

### **20.01 Rules and Regulations**

The Contractor, notwithstanding anything to the contrary contained herein, shall comply with the Ordinances of the County, including the Rules and Regulations of the Department, Chapter 25, Code of Miami Dade County, Florida, as the same may be amended from time to time, Operational Directives issued there under, all additional laws, ordinances, regulations and rules of the Federal, State and County Governments, and any and all plans and programs development in compliance therewith, which may be applicable to its operations or activities under this Agreement.

### **20.02 Violations of Rules and Regulations**

The Contractor agrees to pay on behalf of the County any penalty, assessment or fine issued against the County, or to defend in the name of the County any claim, assessment or civil action, which may be presented or initiated by any agency or officer of the Federal, State or County governments, based in whole or substantial part upon a claim or allegation that the Contractor, its agents, employees or invitees, have violated any law, ordinance, regulation or rule, described in Article 20.01 above and any plan or program developed in compliance therewith. The Contractor further agrees that the substance of this Articles 20.02 and 20.01 above, shall be included in every contract activities under this Agreement and that any such contract and other agreement shall specifically provide that "Miami-Dade County, Florida is a third party beneficiary of this and related provisions." This provision shall not constitute a waiver of any other conditions of this Agreement prohibiting or limiting assignments, subletting or subcontracting.

## **ARTICLE 21 - CIVIL ACTIONS**

### **21.01 Governing Law/Venue**

This Agreement shall be governed and construed in accordance with the laws of the State of Florida. The venue of any action on this Agreement shall be laid in Miami Dade County, Florida and any action to determine the rights or obligations or the parties hereto shall be brought in the courts of the State of Florida.

### **21.02 Notice of Commencement of Civil Action**

In the event that the County or the Contractor commence a civil action in the State or Federal courts, where such action is based in whole or in part on an alleged breach of this Agreement, the Contractor agrees to waive the procedure for initial service of process mandated by Chapters 48 and 83, Florida Statutes, Rule 1.070, Florida Rules of Civil Procedure and Rule 4-c, Federal Rules of Civil Procedure. In such event the Contractor agrees to submit to the jurisdiction of the court in which the action has been filed when



initial service has been made in the following manner:

Upon the Contractor: by personal service or by Certified Mail, Return Receipt Requested, upon General Manager or party indicated in Article 24.08 on behalf of the Contractor.

In the event that the Contractor raises an objection to service of initial pleadings provided for herein, and the trial court overrules such objection, the objecting party shall pay liquidated damages (attorney's fees) in the amount of \$250.00 to the County in such action, prior to answering the complaint.

### **21.03 Registered Office Agent: Jurisdiction**

Notwithstanding the provisions of Article 21.02 above and in addition thereto, the Contractor shall designate a registered office and a registered agent, as required by Section 48.091, Florida Statutes, such designations to be filed with the Florida Department of State in accordance with Section 607.034, Florida Statutes, If the Contractor is a natural person, he and his personal representative submit themselves to the jurisdiction of the Courts of this State for any cause of action based in whole or in part on the alleged breach of this Agreement.

## **ARTICLE 22 - CANCELLATION OR TERMINATION OF CONTRACT**

### **22.01 Cancellation by the County**

22.01.1 The County may at its option and discretion cancel the Contract at any time without any default on the part of the Contractor by giving a written Notice of Cancellation to the Contractor and its Surety at least thirty (30) days prior to the effective date of such cancellation.

22.01.2 In the event of cancellation by the County, the County shall pay the Contractor for all labor performed, all materials and equipment furnished by the Contractor and its Sub-contractors, materialmen and suppliers and manufacturers of equipment less all partial payments made on account prior to the date of cancellation as determined and approved by the MDAD PM. The Contractor will be paid for:

- A. The final value of all work completed under the Contract,
- B. The final value of all materials and equipment delivered to but not incorporated into the work and properly stored on the site.

22.01.3 No claims for loss of anticipated profits, loss of goodwill, loss of opportunity, or any claim for indirect or consequential losses of any kind in connection with the cancellation of the Contract shall be considered or paid for by the County in the event of such cancellation.

22.01.4 In the event of cancellation under this Article, the County does not waive or void any credits otherwise due County at the time of cancellation, including liquidated damages, and back charges for defective or deficient work.



22.01.5 Upon cancellation as above, the PM shall prepare a certificate for Final Payment to the Contractor.

22.01.6 Payments for work and materials through the date of termination shall be made in accordance with the Price Proposal Schedule, adjusted on a pro rata basis through date of termination.

## **22.02 Termination by Default of Contractor**

22.02.1 The Contract may be terminated by the County for failure of the Contractor to comply with any requirements of the Contract including but not limited to:

- A. Failure to begin the work under the Contract within the time specified in the "Notice to Proceed", or
- B. Failure to perform the work or failure to provide sufficient workers, equipment or materials to assure completion of work in accordance with the terms of the Contract, or
- C. Performs the work unsuitably or neglects or refuses to remove materials or to perform anew such work as may be rejected as unacceptable and unsuitable, after written directions from the County, or
- D. Discontinues the prosecution of the work, or
- E. Failure to resume work which has been discontinued within a reasonable time after notice to do so, or
- F. Becomes insolvent or is declared bankrupt, or commits any act of bankruptcy or insolvency, or failure to maintain a qualifier, or
- G. Allows any final judgment to stand against him unsatisfied for a period of 10 days, or
- H. Makes an assignment for the benefit of creditors, or
- I. For any other cause whatsoever, fails to carry on the work in an acceptable manner, or
- J. Fails to materially comply with any provision of covenant of this Agreement, or
- K. The Contractor is found to have submitted a false certification or to have been, or is subsequently during the term of this Contract, placed on the Scrutinized Companies for Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or
- L. A principal of the Contractor is convicted of a felony during the Term or any Extensions thereof if applicable.

22.02.2 Before the Contract is terminated, the Contractor and its Surety will be notified in writing by the PM of the conditions which are grounds for termination, and provided an



opportunity to cure same. Except as may be otherwise specified herein, the Contractor shall have ten (10) days from receipt of written or electronic notice in which to cure such condition, except that, where in the sole discretion of the County, the Contractor has commenced and is then engaged in good faith, continuous, and diligent efforts to cure any such grounds, the County may extend such time period. In the event that the Contractor has not cured such condition with such period, the County shall terminate the Contract by written notice to the Contractor and its Surety.

22.02.3 The County reserves the right, additionally, in lieu of termination as set forth in this Article, to withhold any payments of money which may be due or become due to the Contractor for any work that is the basis of the default(s) until the said default(s) have been remedied, or as otherwise authorized to be withheld under this Agreement.

22.02.4 In the event the County exercises its right to terminate the Contract for default of the Contractor as set forth herein, the Surety shall complete the Contract in accordance with its terms and conditions. If the Surety takes over, the time or delay between Notice of Default and start of work by the Surety is a Non-Excusable Delay. If the Surety fails to act promptly, but no longer than thirty (30) calendar days, or after such takeover fails to prosecute the Work in an expeditious manner, the County may exercise any of its other options including completing the Work by whatever means and method it deems advisable. No claims for loss of anticipated profits or for any other reason in connection with the termination of the Contract shall be considered.

22.02.5 The Contractor shall immediately upon receipt communicate any Notice of Termination for Default issued by the County to the affected Sub-contractors and suppliers at any tier.

### **22.03 Termination for National Emergencies**

22.03.1 The County shall terminate the Contract or portion thereof by written notice when the Contractor is prevented from proceeding with the Contract as a direct result of an Executive Order of the President of the United States with respect to the prosecution of war or in the interest of national defense.

22.03.2 When the Contract, or any portion thereof, is terminated before completion of all items of work in the Contract, payment will be made for the actual number of units or items of work completed at the Contract price or as mutually agreed for items of work partially completed or not started. No claims or loss of anticipated profits or for any other reason in connection with the termination of the Contract shall be considered.

### **22.04 Implementation of Cancellation or Termination**

22.04.1 If the County cancels or terminates the Contract, the Contractor shall stop all work on the date specified in the Notice of Cancellation or Termination and shall, unless otherwise notified by the County:

- A. Cancel all orders and Subcontracts which may be terminated without costs;



- B. Cancel and settle other orders and Subcontracts where the cost of settlement will be less than costs which would be incurred were such orders and subcontracts to be completed, subject to prior approval of the County,
- C. Transfer to the County, in accordance with directions of the County, all materials, supplies, work in progress, facilities, equipment, machinery or tools acquired by the Contractor in connection with the performance of the work and for which the Contractor has been or is to be paid;

## **ARTICLE 23 – ACTIONS AT TERMINATION**

### **23.01 Surrender of Facilities**

On or before the termination date of this Agreement, whether by lapse of time or otherwise, in accordance with the provisions contained herein, the Contractor shall vacate, quit and surrender and shall account for the Facilities, all furnishings, fixtures, equipment, vehicles, records, funds, inventories, commodities, supplies, parts and other property of the County in as good order and condition as they were upon commencement of this Agreement or date of subsequent acquisition, reasonable and normal wear and tear excepted.

### **23.02 Amounts Due and Payable**

Upon termination of this Agreement, all amounts due and owing between the parties shall become immediately due and payable and any outstanding orders or contracts for goods and services, which cannot be canceled, shall be assigned by the Contractor to the County or such other party as the Department shall designate.

### **23.03 Removal of Personal Property**

On or before the termination date of this Agreement, the Contractor shall remove all its personal property from the Zone. Any personal property of the Contractor not moved in accordance with this Article, may be removed by the Department for storage at the cost of the Contractor. Failure on the part of the Contractor to reclaim its personal property within thirty (30) days from the date of termination shall constitute a gratuitous transfer of title thereof to the County for whatever use and disposition is deemed to be in the best interests of the County.

## **ARTICLE 24 - OTHER PROVISIONS**

### **24.01 Payment of Taxes**

The Contractor shall pay any taxes lawfully assessed against the Contractor arising out of its operations hereunder; provided however that the Contractor shall not be deemed to be in default of its obligations under this Agreement for failure to pay such taxes pending the outcome of any legal proceeding instituted in courts of competent jurisdiction to determine the validity of such taxes. Failure to pay same after the ultimate adverse conclusion of such contest shall constitute a default pursuant to Article 22.02.



**24.02 No Possessory Interest**

No clause, phrase, sentence, paragraph or article of this Agreement shall vest any possessory or leasehold interest in any real property, the airport, the facilities, the improvements or the personal property of the County described herein on the Contractor nor shall such be construed as creating any landlord and tenant or partnership or joint venture relationship between the County and the Contractor.

**24.03 Rights to be Exercised by the Department**

Whenever in this Agreement rights are reserved to the County, the Department may exercise such rights.

**24.04 Administrative Modifications**

It is understood and agreed that the Department, upon written notice to the Contractor, shall have the right to modify administratively and to revise the payment procedures, contained in this Agreement other technical requirements hereof, and the Exhibits hereto; provided however such revisions shall not have a materially adverse effect on the right of the Contractor to be paid for costs and expenses incurred on a timely basis or to receive reasonable compensation for its services hereunder, or on the security of the funds and assets of the County.

**24.05 Approvals**

Whenever in this Agreement, approval by the County or Department is required, the County or the Department may approve or disapprove same without providing a stated cause for such action. It is understood by the parties hereto that due to the nature of this Agreement, where time may be of the essence, certain requests by the Department for services or actions by the Contractor may have to be requested orally. The County shall not be bound by such oral requests unless such oral requests are made by a representative of the Department so designated from time to time in writing by the Director or Deputy Director of the Department.

**24.06 Rights of County at Airport**

The County shall have the absolute right, without limitation, to make any repairs, alterations and additions to any structures and facilities at the airport. The County shall in the exercise of such right, be free from any and all liability to the Contractor.

**24.07 Federal Subordination**

This Agreement shall be subordinate to the provisions of any existing or future agreements between the County and the United States of America relative to the operation and maintenance of the airport, the execution of which has been or may be required as a condition precedent to the expenditure of Federal funds for the development of the Airport. All provisions of this Agreement shall be subordinate to the right of the United States of America to lease or otherwise assume control over the Airport or any part thereof, during time of war or national emergency for military or naval use and any provisions of this Agreement inconsistent with the provisions of such lease to the United States of America shall be suspended.



#### **24.08 Notices**

Any notices given under provisions of this Agreement shall be in writing and shall be hand-delivered or sent by Registered or Certified Mail, Return Receipt.

Requested to:

To the County:  
Lestor Sola  
Director  
Miami Dade Aviation Department  
Post Office Box 025504  
Miami, FL 33102-5504

and,

Chief Procurement Officer  
Internal Services Department, Strategic Procurement Division  
111 N.W. 1<sup>st</sup> Street, Suite 1375  
Miami, FL 33128-1974  
Phone: (305) 375-4900  
E-mail: [uppaln@miamidade.gov](mailto:uppaln@miamidade.gov)

To the Contractor:

Michael Dunn  
Executive Vice President - Client Retention and Relations  
140 Kendrick Street, Suite 201  
Needham, MA 02494  
Direct: 617-559-4191  
Mobile: 617-593-5277  
Email: [michael.dunn@cwservices.com](mailto:michael.dunn@cwservices.com)

Notices may also be given to such other respective addresses as the parties may designate to each other in writing from time to time. Notices by Registered or Certified Mail shall be deemed given on the delivery date indicated on the Return Receipt from the U.S. Postal Service.

#### **24.09 Severability**

If a Court of competent jurisdiction holds any provision of this Agreement of the application thereof to either party to this Agreement invalid, such invalidity shall not affect other provisions of this Agreement that can be given effect without the valid provision and to this end, the provisions of this Agreement are severable.

#### **24.10 Authorized Uses Only**

Notwithstanding anything contrary herein, the Contractor shall not use or permit the use of the Zone or the Airport for any illegal or unauthorized purpose, nor for any purpose which would invalidate any insurance policies of the County or any policies of insurance written on behalf of the Contractor under this Agreement.



**24.11 No Waiver**

There shall be no waiver of the right of the County to demand strict performance of any of the provisions, terms and covenants of this Agreement nor shall there be any waiver of any breach, default or non-performance hereof by the Contractor, unless such waiver is explicitly made in writing by the Department. Any previous waiver or course of dealing shall not affect the right of the County to demand strict performance of the provisions, terms and covenants of this Agreement with respect to any subsequent event or occurrence or of any subsequent breach, default or non-performance hereof by the Contractor.

**24.12 Right to Regulate**

Nothing in this Agreement shall be construed to waive or limit the governmental authority of the County, as a political subdivision of the State of Florida, to regulate the Contractor or its operations.

**24.13 Entirety of Agreement**

The parties hereto agree that this Agreement sets forth the entire agreement between the parties, and there are no promises or understandings other than those stated herein. None of the provisions, terms and conditions contained in this Agreement may be added to, modified, superseded or otherwise altered, except as may be specifically authorized herein or by written instrument executed by the parties hereto.

**24.14 Inspections**

The authorized employees and representatives of the County and of any applicable Federal or State agencies having jurisdiction hereof have the right of access to the Zone at all times for the purposes of inspection and audit to determine compliance with the provisions of this Agreement. This right of inspection and audit shall impose no duty on the County to inspect and audit and shall impart no liability upon the County should it not make any such inspections or audits.

**24.15 Independent Private Sector Inspector General**

The County shall have the right but not the obligation to retain the services of an independent private sector inspector general (IPSIG) who may be engaged to audit, investigate, monitor, oversee, inspect and review the operations, activities and performance of the Contractor and the County in connection with this Agreement. The scope of services performed by the IPSIG may include but not limited to, monitoring and investigating compliance with specifications of this Agreement; costs; and investigating and preventing corruption and fraud.

The IPSIG may perform its services at all levels of the Agreement process, including but not limited to, design, establishment of bid specifications, bid submittal, activities of the Contractor, its officers, agents and employees, lobbyists, County staff and elected officials.

Upon seven (7) days written notice to the Contractor from the IPSIG, the Contractor shall make all requested records and documents available to the IPSIG for inspection and copying. The IPSIG shall have the right to examine all documents and records in the Contractor's possession, custody or control, which in the IPSIG's sole judgment, pertain to performance of this Agreement including but not limited to Agreement files,



Amendment files, worksheets; proposals and agreements from and with all contractors and suppliers; all related correspondence, memoranda, instructions, financial documents and bid and contract documents and records which involve cash, trade or volume discounts, insurance proceeds, rebates, or dividends received; payroll and personnel records and supporting documentation for the aforesaid documents and records.

The provisions in this section shall apply to the Contractor, its officers, agents and employees. The Contractor shall incorporate the provisions in this section in all contracts and all other agreements executed by the Contractor in connection with the performance of this Agreement.

Nothing in this section shall impair any independent right of the County to conduct audit or investigative activities. The provisions of this section are neither intended nor shall they be construed to define, limit, augment or describe the scope, context or intent of this Agreement or any part or parts of this Agreement.

#### **24.16 Miami-Dade County Inspector General Review**

According to Section 2-1076 of the Code of Miami-Dade County, as amended by Ordinance No. 99-63, Miami-Dade County has established the Office of the Inspector General which may, on a random basis, perform audits on all Department contracts, throughout the duration of said contracts, except as otherwise provided below. The cost of the audit of any contract will be one quarter of one percent (0.25%) of the total contract amount. The audit cost shall be included in total Contract amount.

**Exception:** The above application of one quarter of one percent (0.25%) fee assessment shall not apply to the following contracts: (a) contracts for legal services; (b) contracts for financial advisory services; (c) auditing contracts; (d) facility rentals and lease agreements; (e) concessions and other rental agreements; (f) insurance contracts; (g) revenue-generating contracts; (h) professional service agreements under \$1,000; (i) management agreements; (l) small purchase orders as defined in Miami-Dade County Administrative Order No. 3-2; (m) federal, state and local government-funded grants; and (n) interlocal agreements. *Notwithstanding the foregoing, the Miami-Dade County Board of County Commissioners may authorize the inclusion of the fee assessment of one quarter of one percent (0.25%) in any exempted contract at the time of award.*

Nothing contained above shall in any way limit the powers of the Inspector General to perform audits on all County contracts including, but not limited to, those contracts specifically exempted above. The Miami-Dade County Inspector General is authorized and empowered to review past, present and proposed County and Public Health Trust contracts, transactions, accounts, records and programs. In addition, the Inspector General has the power to subpoena witnesses, administer oaths, require the production of records and monitor existing projects and programs. Monitoring of an existing project or program may include a report concerning whether the project is on time, within budget and in conformance with plans, specifications and applicable law. The Inspector General is empowered to analyze the necessity of and reasonableness of proposed change orders to the Contract. The Inspector General shall have the power to audit, investigate, monitor, oversee, inspect and review operations, activities, performance and procurement process, including but not limited to project design, specifications, proposal submittals, activities of the Contractor, its officers, agents and employees, lobbyists, County staff and elected officials to ensure compliance with contract specifications and to detect fraud and corruption.



Upon written notice to the Contractor from the Inspector General or IPSIG retained by the Inspector General, the Contractor shall make all requested records and documents available to the Inspector General or IPSIG for inspection and copying. The Inspector General and IPSIG shall have the right to inspect and copy all documents and records in the Contractor's possession, custody or control which, in the Inspector General's or IPSIG's sole judgment, pertain to performance of the contract, including, but not limited to original estimate files, change order estimate files, worksheets, proposals and agreements form and which successful and unsuccessful subcontractors and suppliers, all project-related correspondence, memoranda, instructions, financial documents, construction documents, proposal and contract documents, back-charge documents, all documents and records which involve cash, trade or volume discounts, insurance proceeds, rebates, or dividends received, payroll and personnel records, and supporting documentation for the aforesaid documents and records.

#### **24.17 Heading**

The headings of the various Articles and Sections of this Agreement and its Table of Contents are for convenience and ease of reference only and shall not be construed to define, limit, augment or describe the scope, context or intent of this Agreement or any part or parts of this Agreement.

#### **24.18 Binding Effect**

The terms, conditions and covenants of this Agreement shall inure to the benefit of and be binding upon the parties hereto and their successors and assigns. These provisions shall not constitute a waiver of any conditions of Article 12 hereof.

#### **24.19 Performance**

The parties expressly agree that time is of the essence in the performance of this Agreement and that the failure by the Contractor to complete performance within the time specified or within a reasonable time, if not time as specified herein, shall relieve the County of any obligation to accept such performance.

#### **24.20 Living Wage**

The Contractor shall comply with Section 2-8.9 of the Code of Miami Dade County. The Contractor shall pay its covered employees the applicable hourly Living Wage rate and comply with the administrative and records keeping required. The Contractor shall also ensure that it's Contractors and subcontractors comply with this Article and Exhibit G. When requested, the Contractor shall provide Certified Payroll forms for all personnel with the applicable Living Wages in accordance with Section 2-8.9 of the Miami-Dade County Code via the County's web-based system. The data on the Certified Payroll forms will be checked against the required wages and benefits prescribed in the Miami-Dade County Living Wages.

#### **24.21 Force Majeure**

Strictly in relation to the obligations of each party to the other under this Agreement, and not for any other purpose or for any benefit of a third party, each party shall be excused from the timely performance of their respective obligations or undertakings provided in this Agreement, if the performance of such obligations or undertakings is prevented or delayed, retarded or hindered by strikes, lockouts, boycotts, actions of labor unions, labor disputes, labor disruptions, work stoppages or slowdowns, unless involving employees of the Contractor, embargo's, general shortages of labor, equipment, the Location, materials



or supplies in the open market, acts of God, acts of the public enemy, acts of governmental authority, including, without limitation, the FAA, the DOT, the TSA, the EPA, the DOJ, or civil and defense authorities, extreme weather conditions, war (declared or undeclared), invasion, insurrection, terrorism, riots, rebellion or sabotage.

#### 24.22 Miami-Dade County United States Soccer Federation 2026 World Cup

The terms of this Agreement are subordinate to the terms of the Airport agreement submitted by Miami-Dade County to the United States Soccer Federation on February 21, 2018. In carrying out its obligations under this Agreement, the Contractor shall not take or omit any action which is inconsistent with, or in derogation of, the County's obligations under the Airport agreement. Where the Contractor's rights or obligations under this Agreement are in conflict with the County's obligations under the Airport agreement, and upon notice by the County to Contractor, the terms of this Agreement shall be deemed conformed to the County's obligations under the Airport agreement. Where such conformance would cause a material change in this Agreement, Contractor shall have the right, upon written notice to the County within five (5) days of receipt of notice of such a conflict, to terminate this Agreement for convenience; in such termination, the Contractor shall have no cause of action for money damages of any kind, including but not limited to direct damages, unamortized costs or debt, stored or ordered materials, indirect damages, lost profits, loss of opportunity, loss of goodwill, or otherwise. In the event that the Agreement does not elect to terminate this Agreement within the time specified herein, this contract shall be deemed to have been amended via consent of the parties to conform its terms to the requirements of the Airport agreement, but only to the extent needed to avoid conflict with same.

#### 24.23 Vendor Registration/Conflict of Interest

##### a) Vendor Registration

The Contractor shall be a registered vendor with the County – Internal Services Department, Strategic Procurement Division, for the duration of this Agreement. In becoming a registered vendor with Miami-Dade County, the Contractor confirms its knowledge of and commitment to comply with the following:

- |  |  |
|--|--|
| 1. <b>Miami-Dade County Ownership Disclosure Affidavit</b><br>(Section 2-8.1 of the Code of Miami-Dade County)   | 8. <b>Miami-Dade County Family Leave Affidavit</b><br>(Article V of Chapter 11 of the Code of Miami-Dade County)                             |
| 2. <b>Miami-Dade County Employment Disclosure Affidavit</b><br>(Section 2-8.1(d)(2) of the Code of Miami-Dade County)  | 9. <b>Miami-Dade County Living Wage Affidavit</b><br>(Section 2-8.9 of the Code of Miami-Dade County)  |
| 3. <b>Miami-Dade County Employment Drug-free Workplace Certification</b><br>(Section 2-8.1.2(b) of the Code of Miami-Dade County)                                      | 10. <b>Miami-Dade County Domestic Leave and Reporting Affidavit</b> (Article VIII, Section 11A-60 - 11A-67 of the Code of Miami-Dade County) |
| 4. <b>Miami-Dade County Disability and Nondiscrimination Affidavit</b><br>(Section 2-8.1.5 of the Code of Miami-Dade County)   | 11. <b>Miami-Dade County E-Verify Affidavit</b><br>(Executive Order 11-116)  |
| 5. <b>Miami-Dade County Debarment Disclosure Affidavit</b><br>(Section 10.38 of the Code of Miami-Dade County)   | 12. <b>Miami-Dade County Pay Parity Affidavit</b><br>(Resolution R-1072-17)  |
| 6. <b>Miami-Dade County Vendor Obligation to County Affidavit</b><br>(Section 2-8.1 of the Code of Miami-Dade County)  | 13. <b>Miami-Dade County Suspected Workers' Compensation Fraud Affidavit</b><br>(Resolution R-919-18)  |
| 7. <b>Miami-Dade County Code of Business Ethics Affidavit</b><br>(Sections 2-8.1(f), 2-11.1(b)(1) through (6) and (9), and 2-11.1(c) of the Code of Miami-Dade County) | 14. <b>Subcontracting Practices</b><br>(Section 2-8.8 of the Code of Miami-Dade County)  |



**15. Subcontractor/Supplier Listing**  
(Section 2-8.1 of the Code of Miami-Dade County)

- To provide a unique identifier in the vendor database that may be used for searching and sorting departmental records

**16. Form W-9 and 147c Letter**  
(as required by the Internal Revenue Service)

**18. Office of the Inspector General**  
(Section 2-1076 of the Code of Miami-Dade County)

**17. FEIN Number or Social Security Number**  
In order to establish a file, the Contractor's Federal Employer Identification Number (FEIN) must be provided. If no FEIN exists, the Social Security Number of the owner or individual must be provided. This number becomes Contractor's "County Vendor Number". To comply with Section 119.071(5) of the Florida Statutes relating to the collection of an individual's Social Security Number, be aware that the County requests the Social Security Number for the following purposes:

**19. Small Business Enterprises**  
The County endeavors to obtain the participation of all small business enterprises pursuant to Sections 2-8.1.1.1.1, 2-8.1.1.1.2 and 2-8.2.2 of the Code of Miami-Dade County and Title 49 of the Code of Federal Regulations.

- Identification of individual account records
- To make payments to individual/Contractor for goods and services provided to Miami-Dade County
- Tax reporting purposes

**20. Antitrust Laws**  
By acceptance of any contract, the Contractor agrees to comply with all antitrust laws of the United States and the State of Florida.

**b) Conflict of Interest and Code of Ethics**

Section 2-11.1(d) of the Code of Miami-Dade County requires that any County employee or any member of the employee's immediate family who has a controlling financial interest, direct or indirect, with Miami-Dade County or any person or agency acting for Miami-Dade County, competing or applying for a contract, must first request a conflict of interest opinion from the County's Ethics Commission prior to their or their immediate family member's entering into any contract or transacting any business through a firm, corporation, partnership or business entity in which the employee or any member of the employee's immediate family has a controlling financial interest, direct or indirect, with Miami-Dade County or any person or agency acting for Miami-Dade County. Any such contract or business engagement entered in violation of this subsection, as amended, shall be rendered voidable. All autonomous personnel, quasi-judicial personnel, advisory personnel, and employees wishing to do business with the County are hereby advised they must comply with the applicable provisions of Section 2-11.1 of the Code of Miami-Dade County relating to Conflict of Interest and Code of Ethics. In accordance with Section 2-11.1 (y), the Miami-Dade County Commission on Ethics and Public Trust (Ethics Commission) shall be empowered to review, interpret, render advisory opinions and letters of instruction and enforce the Conflict of Interest and Code of Ethics Ordinance.


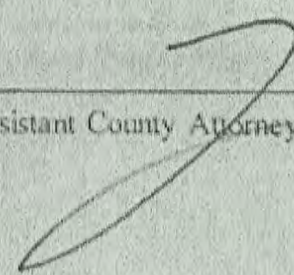


IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their appropriate officials as of the date first above written.

## C&amp;W FACILITY SERVICES INC.

By: Name: PAUL BEDBARUGHTitle: PRESIDENTDate: 6/18/2020Attest:   
Corporate Secretary/Notary Public

Corporate Seal/Notary Seal

BOARD OF COUNTY COMMISSIONERS OF  
MIAMI-DADE COUNTYBy: Name: Carlos A. GimenezTitle: MayorDate: 7/28/20Attest:   
Clerk of the BoardApproved as to form  
and legal sufficiency  
Assistant County Attorney



**EXHIBITS TO THE AGREEMENT**



**Exhibit A**  
**Scope of Services**



<b>SCOPE OF SERVICES</b>
--------------------------

**1.1 AREAS OF RESPONSIBILITY**

Contractor shall provide janitorial services as follows:

- a. Cleaning of common-use areas; including but not limited to lobbies, ticketing areas, hallways, stairwells, elevators, escalators, moving walkways, restrooms, and windows, unless specifically set forth in the Technical Specifications; and
- b. Cleaning of shadow areas surrounding the concourses, i.e. areas between the outer walls of the terminal building and the airport tarmac.

As set forth in the Terminal Zone Map, the work areas are identified, inclusive of the parameters and facilities under this Agreement. Service shall include all parameters and facilities from the floor to the ceiling to maintain an all-encompassing standard of cleanliness. The County reserves the right to add, delete, or otherwise modify the work areas and type of work required, as deemed necessary, in the best interests of the County as further defined in Article 7, Modifications of the Agreement. Areas under exclusive lease to tenants are excluded from this Agreement, as identified below. However, vacant tenant office space identified by the County shall be maintained by the Contractor.

**Zone 2 (estimated at 4,871,558 square feet)**

As set forth in the Terminal Zone Map, the work areas in Zone 2 include concourses F, G, H and J of the main terminal building at MIA, including the areas of the landside, airside and terminal buildings controlled by the County; the Federal Inspection Services (FIS) (U.S. Government office areas); U.S. Customs and Border Protection (CBP) facilities; Transportation Security Administration (TSA) checkpoint and screening areas (including TSA office areas); Miami-Dade Fire Station; Tunnel Gate elevators, escalators, and moving walkways; passenger holdrooms; loading bridges; the County's administrative offices; and unless specifically set forth in the Technical Specifications, exclude areas under exclusive leases to the airlines, car rental agencies, concessionaires, the airport hotel, other tenants, or other areas, except those operated and controlled by the County for the common use of all airport operators. The services as well as the work areas are further described in detail in the Technical Specifications. Please review Table 1 below. As stated previously, square footage identified are estimates and subject to change in accordance with Article 7 of the Agreement

Table 1 Zone 2 - Square Feet	
Restrooms	55,500
Carpet	564,844
Terrazzo	646,053
Tile - Ceramic	19,261
Tile - Vinyl	53,000
Concrete	3,532,900
Steel	0
Wood	0
Rubber	0
TOTAL	4,871,558

Table 2 below identifies areas within the terminal that require the services. Said counts may be revised, and are not all inclusive of all areas that require services under this WOPR.

Table 2 Zone 2 - Count	
Elevators	69



Carousels	17
Escalators	57
Stairs	116
Powerwalks	47
Loading Bridges	67
Restrooms	166
Toilets	604
Urinals	215
Sinks	556
Showers	34

## 1.2 WORK STANDARDS

The Contractor shall perform all of its obligations, including but not limited to, the supply of all labor, supervision, materials and supplies, equipment, tools, chemicals and all other items, necessary for proper, or incidental to, such janitorial work as described for common-use areas as well as special-use areas such as restrooms and windows. The work shall be performed in a manner to ensure that the janitorial services are performed in an efficient and uninterrupted fashion. Contractor shall use its best efforts to coordinate and adjust its activities to meet the needs and requirements of the County and perform the services in a manner that does not impede, disturb, endanger, unreasonably interfere with, or delay airport operations and activities of airport operators. Contractor shall at all times provide the staffing levels required for the highest quality of service, unless otherwise directed by the County, while ensuring the best competitive price for the County.

## 1.3 HOURS OF OPERATIONS

Contractor shall be responsible for services and timely response to emergency and non-emergency conditions, 24 hours a day, 7 days a week. Contractor shall perform the work in Shifts, 8-hour time frames within a 24-hour period, as described below:

<b>Day Shift:</b>	Daily work period from 6:00a.m. to 2:30p.m.
<b>Afternoon Shift:</b>	Daily work period from 2:00p.m. to 10:30p.m.
<b>Night Shift:</b>	Daily work period from 10:00p.m. to 6:30a.m.

## 1.4 PERFORMANCE OF SERVICES

Contractor shall coordinate and deploy all staff and equipment in order to maintain facility operations, and protect the safety of the public and airport personnel at all times as described below:

- a. The Contractor shall be responsible for and ensure contract compliance at all times. The Contractor shall fully support and comply with the Department's airport maintenance requirements at all times, and shall promptly notify the Department of any needed repairs or damages to fixtures, building and appurtenances through the Enterprise Asset Management System (EAMS) – the work order system utilized to log and distribute requests for janitorial and maintenance services. The Contractor shall complete and document each facility and restroom inspection evaluation form at the end of each shift or duty period. These reports shall be available for review by the Department at all times.
- b. In order to fulfill the requirements of the Agreement, the Contractor shall provide the required janitorial personnel and complete all janitorial duties. Assigned personnel shall be completely trained, properly supervised, and shall be technically qualified to safely and efficiently provide the services under this Agreement as further detailed in the Technical Specifications. Contractor shall make every effort to retain the same janitorial personnel on daily job assignments to ensure familiarity with the areas and procedures for accomplishment of the work.



- c. Contractor shall dispose of all collected waste in accordance with the County's instructions at specific sites designated for this purpose. The County may institute a comprehensive recycling plan for the Department. If such plan is adopted, the Contractor's personnel shall cooperate in every respect with the program.
- d. Contractor shall be responsible for ensuring that all articles found by its employees are promptly turned in to the Department's Lost and Found.
- e. Contractor shall respond immediately to all emergency notifications by the Department, as described in Article 3 of the Agreement. All emergency responses shall be completed by assigned staff on duty at no additional cost to the County.

#### **1.5 PERFORMANCE AND QUALITY EXPECTATIONS**

Contractor shall provide, facilitate, and maintain cleanliness and safety as follows:

- a. Clean and safe physical environments that are free from loose, adhered or impregnated soil, gum or debris;
- b. Floors free from spots, spills, liquids, leaks, all substances, and stains; and
- c. Proper sanitation of highly regulated service areas, such as in public restrooms and any perimeter of food serving areas.

Notwithstanding the preceding, however, the Contractor shall be responsible for cleaning all liquids which have leaked through the roof and into the facilities, and that such cleaning is not considered Extra Work as described in Article 7.01 of the Agreement.

#### **1.6 POLICY AND PROCEDURES MANUALS**

The Contractor shall develop policy and procedures manuals. Said manuals shall be submitted to the Department for its review and approval, and shall become the property of the County, as necessary and appropriate to govern the operations hereunder. Such manuals, without limiting the scope thereof, shall cover, at a minimum, the following:

- a. All policies and procedures manuals related to operations requirements, back office support, integration with the Contractor's corporate systems and procedures, chemical and material specifications and requirements, cleaning standards, safety programs, airport security and restricted access control, quality assurance, drug-free workplace policy, equal employment opportunity and diversified workplace program, tips and gratuities, lost and found, and other programs or policies required to faithfully execute this Agreement;
- b. Training Programs; and
- c. Receiving and Inventory procedures.

#### **1.7 TRAINING PROGRAMS**

Contractor shall maintain comprehensive Training Programs inclusive of all phases of the janitorial requirements and individual job responsibilities listed apart of this WOPR and all applicable Attachments.

- A. Contractor shall be required to meet the service levels specified in the Technical Specifications, and the MDAD Janitorial Quality Control Review Forms (see sample form included as Exhibit B).
- B. The Contractor shall develop such training programs as are necessary, to foster improved communications skills among employees and supervisors, and with the general public.
- C. Contractor shall provide each employee engaged in the performance of work with the training needed to safely, effectively, and competently perform the work in accordance with the developed policy and procedures manuals.



- D. Contractor shall maintain, as part of the employee's personnel records, a log of trainings attended. Each employee shall complete an initial training program and, at a minimum, complete annual refresher training on the duties, responsibilities, and technical aspects of the job requirements. The log shall show, at a minimum, employee's name, date of employment, and the type and date of each training class attended. Contractor shall keep accurate records of each employee's initial, retraining, and on-going training. A transcript of training records shall be made available to the County upon request.

The Contractor shall establish, provide, administer and maintain effective Programs approved by the Department. The Contractor, subject to approval by the County, may make revisions to the Programs, following prior written notice specifying the details of the changes, which the Contractor deems necessary in order to maintain an effective level of quality control.

#### **1.7-1 QUALITY CONTROL PROGRAM**

The Quality Control Program shall include, at a minimum, the following items:

- i. General orientation areas of responsibility;
- ii. Quality performance standards;
- iii. Testing methods and procedures; and
- iv. Investigation and reporting.

#### **1.7-2 SAFETY PROGRAM**

The Safety Program shall include, at a minimum, the following items:

- i. General orientation areas of responsibility;
- ii. Chemical usage and availability of Material Safety Data Sheets (MSDS) and how to use them;
- iii. Safe operation of tools and equipment;
- iv. Safety issues, compliance with OSHA Act of 1970; and
- v. Blood-borne pathogen safety program.

#### **1.7-3 RECYCLING PROGRAM AND ENVIRONMENTAL COMPLIANCE**

The Department is committed to conducting its operations in an environmentally responsible manner. Our goal is to provide efficient aviation services while striving to achieve the highest environmental quality for air, soil, and water. As such, the Contractor must comply with all County environmental ordinances including but not limited to, the use and purchase of "green" or environmentally friendly products. The Department may choose to develop a recycling program for office paper, corrugated paper, newsprint, glass, plastics, and aluminum individually or as part of a comprehensive recycling program.

- A. Contractor shall support such program by ensuring that all of its employees are trained on how to identify recyclable products, and how such products must be placed in the appropriate recycling containers or balers.
- B. Contractor shall be required to collect, sort, and package recyclable products or materials in coordination with the County's Project Manager.

#### **1.7-4 HUMAN RESOURCES PROGRAM**

The Safety Program shall include, at a minimum, the following items:

- i. General orientation areas of responsibility;
- ii. Promotion and management of a diversified work force;
- iii. Promotion of workplace fairness and equal opportunity;
- iv. Prevention and awareness of sexual harassment; and



- v. Establishment of employee motivation via tangible programs and career development opportunities

#### **1.7-5 CUSTOMER SERVICE TRAINING**

Customer Service Training shall be administered to all personnel having public contact using corporate developed programs on an ongoing basis. The Customer Service Program shall include, at a minimum, the following items:

- i. Courtesy policies governing the treatment of the public and the handling of complaints;
- ii. Communication;
- iii. Protocol to address customer feedback, including complaints, and
- iv. Testing methods and procedures; and
- v. Investigation and reporting.

#### **1.7-6 AIRFIELD OPERATIONS AREA DRIVER TRAINING**

Before the Contractor shall permit any employee to operate a motor vehicle on the Airfield Operations Area (AOA), the Contractor shall require such employee to have a current valid, appropriate Florida Driver's License and to attend and successfully complete the AOA Driver Training Course conducted periodically by the Department. The privilege of a person to operate a motor vehicle on the AOA may be withdrawn by the Department because of violation of AOA driving rules or loss of Florida Driver's License.

At any time during the term of the Agreement or any extensions of such term if, in the County's opinion, the Contractor's Training Programs are not effective in that some or all of the services provided by the Contractor fail to conform to the Department's cleanliness standards, the Department, at its sole discretion and in addition to any other remedies that may be provided under the Agreement, may require the Contractor to suspend any part or all of its operations hereunder until Contractor takes appropriate corrective action.

#### **1.8 CONTRACTOR'S PERSONNEL**

- A. The Contractor shall abide by all County, State and Federal regulations on the wages and hours of its employees to include, but not be limited to the Florida Human Relations Act, the Federal National Relations Act, the Federal Fair Labor Standards Act, the Federal Civil Rights Act of 1964, as amended, and the Americans with Disabilities Act.
- B. The County requires that all Contractor's personnel be security badged. Prospective personnel shall be subject to a ten (10) year background check and, subject to satisfactory results, shall be badged by the Department.
- C. A valid Florida driver's license is required of all personnel operating motor vehicles on roadways in or around the airport. Each of the Contractor's vehicles used in the performance of the work shall have the Contractor's business name and/or logo prominently displayed on its doors.
- D. Contractor shall maintain a list, available to the Department, showing the names, addresses and telephone number of all employees and the positions of said employees who perform the work.
- E. Contractor's staff shall communicate via radio equipment or cellular phones to all appropriate parties including designated Department staff.

#### **1.8-1 STAFFING**

The Contractor shall recruit, screen and employ such full time and/or part time personnel as required for the Contractor to competently fulfill its obligations under the terms of this Agreement. It is the County's intent that



the Contractor interview and/or offer the Custodians and Specialists of the incumbent Contractor, the positions required under the Scope of Services of this Agreement, to provide necessary stability and continuity of services. Retention of individual employees shall be contingent upon their satisfactory performance.

#### **1.8-2 PERSONNEL APPEARANCE STANDARDS**

All personnel shall present a clean, neat and professional appearance at all times and discharge their duties in a cooperative, safe, courteous and efficient manner. Satisfactory maintenance of these requirements shall be a standard in performance of the work. The Contractor shall require all personnel, except non-public contact and managerial employees to wear visibly on their person, at all times while on duty, a distinctive name tag identifying the individual by name as an employee of the Contractor and, if appropriate, displaying an employee number or title. The name tag must be approved by the County. The Contractor shall also require all its personnel except non-public contact and managerial employees to be properly uniformed.

#### **1.8-3 UNIFORMS**

- A. All uniforms shall be submitted to the Department for approval, before commencement of work under this Agreement and are subject to the continuing approval by the County throughout the term of this Agreement and any extensions thereof. The Contractor shall be specifically prohibited from utilizing any uniform style that resembles the approved uniform(s) for any other Contractor at the Department.
- B. The uniform shall have identification insignia and a name badge of a type and style that must be approved by the Department. The Contractor's employees must wear only the approved uniform while on site performing the work.
- C. Failure of the employee to wear the approved uniform in a proper manner during work hours shall be cause for the Department to require removal of said employee from the site.
- D. Employees assigned to work at the curbside, along the street, and on the Airport Operations Area (AOA) shall wear a reflective vest issued by the Contractor. This vest shall be worn on the outside of any other clothing worn by the employee at all times while working in these areas. Such vests shall be at no additional cost to the Department.
- E. Employees assigned to work outdoors shall wear a winter jacket (when required) of a color to be approved by the Department and conforming to the identification requirements of the uniform shirts. Such jacket shall be at no additional cost to the Department.

#### **1.8-4 RESTRICTED AREAS, IDENTIFICATION BADGES AND AOA**

All of Contractor's employees requiring access to federally-regulated secure areas including, but not limited to, the AOA, the FIS areas, and areas beyond security checkpoints, MUST undergo individual background screening (e.g., 10-year employment history verification, fingerprinting, etc.) and comply with all security rules and regulations mandated by CBP, TSA, and the Federal Aviation Administration (FAA).

The Contractor shall request from the Department identification badges for all employees and other personnel under its control who require access to restricted areas on the airport as part of their regularly assigned duties, and shall be responsible for the return of the identification badges of all personnel transferred or terminated from the employment of the Contractor or airport assignment and upon termination of this Agreement. The Department shall have the right to require the Contractor to conduct background investigations and to furnish certain data of such employees before the issuance of such identification badges, which shall include the fingerprinting of employee applicants for such badges. **NOTE:** The fee for ID badges/background checks is approximately \$58.00 per employee. Any changes to said fee shall be the responsibility of the Contractor.



The Contractor shall be held responsible for any violation by its employees or other personnel under its control of the Airport's security program, Miami-Dade County Code of Ordinances, Chapter 25, Aviation Department Rules and Regulations, Transportation Security Administration Title 49 Code of Federal Regulation (CFR) 1520 and 1542, or Customs and Border Protection Title 19 CFR Part 122, Subpart S.

Contractor shall:

- a. Be responsible for any other persons in their employ including subcontractors and their employees, and material suppliers.
- b. Be responsible for any fine levied against the Department caused by the Contractor's employees' conduct
- c. The Contractor shall promptly report to the Department the names of all persons who were employed by the Contractor from whom they were unable to obtain the return of Department issued identification badges. In the event that an identification badge is not returned, the Contractor shall pay, from its own funds, the Department's established charge for lost or stolen identification badges as follows. A non-refundable fee of \$75.00 will be assessed for the first replacement and \$100.00 for the second replacement within twenty-four (24) months of original issuance. Replacements will not be issued for a third (3rd) time within twenty-four (24) months of original issuance. Fees must be paid to the MDAD Security Credentialing Section before replacement ID badges are issued. Furthermore, a replacement ID badge may only be issued if declared in writing that the ID badge has been lost, stolen, or destroyed. ID badges are the property of MDAD, therefore ID badges must be immediately returned to MDAD Credentialing Section at the end of personnel employment, upon receiving notification from MDAD that the ID badge is being revoked, and/or Contract expiration. The MDAD ID Office will issue a receipt as proof of ID badge return. Failure to comply within twenty-four (24) hours will be in direct violation of the Airport Security Program (ASP), and subject to a potential \$10,000 Civil Penalty Fine assessed by TSA under title 49 of the Code of Federal Regulations CFR Part 1540.105; 49 USC 46301.
- d. **Federal Agencies Right to Consent:** The Contractor shall understand and agree that all persons entering and working in or around arriving international aircraft and facilities used by the various FIS agencies may be subject to the consent and approval of such agencies and any bonding requirements as may be imposed by such agencies (refer to Article 11 of the Agreement). Persons not approved or consented to by FIS agencies may not be employed by the Contractor on the Airport.

#### **1.8-5 KEYS**

- A. Prior to the beginning of the Agreement, the Department will issue the Contractor keys needed to accomplish the work exclusive of keys for access to federally restricted areas.
- B. Contractor shall be responsible for security of such keys at all times and shall:
  1. Not permit keys to be taken off airport property;
  2. Keep keys not in use in a locked box;
  3. Restrict access to keys to essential personnel only; and
  4. Maintain a key inventory and perform audits of the issuance of keys as directed by County or Federal Agencies.
- C. The Department will have the right to determine which of the Contractor's employees shall service MDAD-controlled sensitive areas within the Airport complex.
- D. Contractor shall promptly report any lost or missing keys to the Department and shall be responsible for all costs to install new locks or to replace keys.



**1.8-6 RELATIONSHIP OF PARTIES**

Officers, agents, and employees of the Contractor shall not be deemed to be employees of the County for any purpose whatsoever nor shall officers, agents and employees of the Contractor be deemed to be third party beneficiaries of this Agreement.

**1.8-7 ALCOHOL AND DRUG TESTING**

The Contractor shall acknowledge that the County, as a public agency, has the obligation to establish a drug free workplace and to establish policies and programs to ensure Airport safety and security. The Contractor shall also acknowledge that the Department, on behalf of the County, has the right to require users of the Airport (Lessees, Permittee, Licensee, Management Companies, etc.) to establish reasonable programs to further the achievement of the obligations described herein. Accordingly, the Contractor shall establish programs for pre-employment alcohol and drug screening for all candidates for employment at the Airport and for the same or similar screening, based upon reasonable suspicion that an employee, while on duty at the Airport, may be under the influence of alcohol or drugs. Further, to the extent permitted by law/and or contract, the Contractor shall establish a program for the random alcohol and drug screening of all employees who are authorized, pursuant to other provisions of this Agreement, to operate any type or kind of vehicle on the AOA. The Contractor shall make reasonable good faith efforts to try to negotiate amendments to any existing contract(s), which may serve as a bar to the Contractor's implementation of its obligation hereunder. Notwithstanding the above, the Contractor specifically acknowledges that the County, acting through the Department, has the right and obligation to deny access to the AOA and to withdraw AOA driving privileges from any person who it has a reasonable suspicion to believe is under the influence of alcohol or drugs. The Contractor shall maintain a drug-free workplace within the meaning of the Drug-Free Workplace Act. Contractor' employees shall be subject to drug testing by the Contractor upon reasonable suspicion of drug use.

**1.9 INSPECTIONS AND MONITORING**

- A. The Department will conduct audits, in accordance with the MDAD Janitorial Quality Control Review Forms, to inspect and evaluate the quality of the Contractor' work performance. The Department will inspect to confirm that the Contractor's work complies with the requirements set forth in the Agreement.
- B. The Department, either directly or through a third party, shall have the right to examine the work, materials and equipment used by the Contractor and to observe the operations of the Contractor, its agents, servants, and employees.
- C. In the event the Department requests or conducts inspections or tests directly or through a third party, the Contractor shall immediately correct any life safety issues, and correct or respond in writing to all comments or recommendations within thirty (30) days of receipt of the written inspection or test report. In the event that the Contractor does not agree with the findings of the Department or independent third party, the Contractor shall provide specific evidence to substantiate its disagreement.
- D. The Department may utilize systems or technology through a third party to monitor the Contractor's performance through customer feedback ratings of facility cleanliness and customer service. Said customer feedback ratings may be utilized to evaluate liquidated damages for non-performance.
- E. The purpose of the inspections is to monitor the Contractor's performance with respect to the objective of maintaining a clean and safe environment for the Airport's patrons and tenants. The Department intends for the inspection process to be a collaborative effort between the Department and the Contractor. The Contractor shall be encouraged to make available its management or supervisory personnel in conducting inspections, however,



the Department reserves the right to make inspections as it determines are required to monitor the work under this Agreement. Inspections will be made at any time and on any shift.

#### **1.10 LIQUIDATED DAMAGES**

All work performed and all materials furnished shall be in conformity with the Agreement requirements. In the event the County determines that the services performed or materials furnished by the Contractor are defective, not in conformity with the Agreement requirements, or have resulted in an inferior or unsatisfactory level of service assessments and penalties of nonconformance/non-performance will be enforced as described in Article 9.05, Liquidated Damages: Damages, Deductions, and Draw Down on Monthly Invoices of the Agreement.

#### **1.11 JANITORIAL COMMODITIES**

The Contractor shall provide and maintain a sufficient supply of cleaning chemicals, materials and supplies, and provide all furnishings, fixtures and equipment required to perform the services as outlined throughout this WOPR and in the Technical Specifications. The Department reserves the right to specify the types, quality and/or chemical compositions. The Contractor shall be required to modify or change any equipment as recommended or required by insurance companies or government authorities.

The Contractor shall establish appropriate controls, subject to review and approval by the Department, to prevent pilferage, thefts, disappearances or other losses of property from inventory. The Contractor, throughout the term of this Agreement, shall maintain a sufficient inventory and up-to-date inventory tracking of all cleaning chemicals, materials, supplies, furnishings, fixtures and equipment, and promptly advise the Department, in writing, of all variances, as per Article 2.12-2 herein.

##### **1.11-1 CLEANING CHEMICALS**

- A. Contractor shall be responsible for providing and maintaining an adequate supply of cleaning chemicals necessary to complete the work.
- B. All cleaning products used in performance of the work shall meet the Technical Specifications and shall conform to and be used in strict compliance with all federal, state and local environmental and safety laws and regulations.
- C. All approved cleaning chemicals shall have:
  - 1. A label which contains instructions for use and antidotes for misuse.
  - 2. A Material Safety Data sheet on file and accessible to Contractor's employees.
- D. The Contractor shall be restricted from use of chemicals containing ammonia, chlorine, bleach or powdered abrasive cleaners without permission from the County.

##### **1.11-2 MATERIALS, EQUIPMENT AND SUPPLIES**

Materials, equipment, and supplies required for the accomplishment of the work shall be furnished by Contractor. At a minimum, the materials, equipment, and supplies used for the work shall conform to the requirements of the Technical Specifications. Unless otherwise specified, all materials, equipment, and supplies utilized at the inception of the Agreement must be new. Any materials, equipment, and supplies or assembly that does not conform to the requirements of the Agreement shall be considered unacceptable and shall be rejected. The Contractor shall remove any rejected materials, equipment, supplies or assembly from the work site, unless otherwise instructed by the Department.

The Contractor shall adhere to the following requirements:



- A. Contractor shall furnish all equipment, tools, materials, and supplies, including but not limited to, toilet tissue, toilet seat covers, plastic liners, paper towels, and hand soap. Minimum specifications for certain items are listed in the Technical Specifications.
- B. Contractor shall submit to the Department thirty (30) days prior to the beginning of this Agreement a complete list of cleaning materials, supplies, and equipment to be used by the Contractor. The list must show generic type, brand name, model number (if applicable), product name (if applicable), and catalog number. In the case of cleaning chemicals, a copy of the Material Safety Data Sheet must be provided.
- C. Contractor shall maintain an Emergency Standby Supply Inventory on site at all times. This inventory is in addition to any day to day inventories required to service the Agreement and shall be subject to "no notice" audits and verification by the County at any time. Contractor shall be assessed a penalty as provided in Article 9.05 of the Agreement for failure to maintain the Emergency Standby Supply Inventory at all times.
- D. With the exception of the equipment purchased by the Contractor from the County at the inception of this Agreement, all equipment shall be new at the beginning of this Agreement and shall be maintained in good, clean, totally functional operating condition at all times throughout the term of this Agreement. An evaluation of all other equipment shall be periodically completed by the County. Any equipment judged as unsatisfactory, shall be replaced by the Contractor at the Contractor's expense. Contractor shall be assessed a penalty as provided in Article 9.05 of the Agreement, for failing to maintain equipment on-site, in specified quantities and condition.
- E. The Contractor shall be responsible for the safety of its employees, other Airport employees, the public, and the protection of property regarding any claims related to the equipment and supplies furnished under the terms of this Agreement.



**Exhibit B**

**Technical Specifications**



**TECHNICAL SPECIFICATIONS  
ATTACHMENT 1**

**JANITORIAL SERVICES FOR MIAMI  
INTERNATIONAL AIRPORT, TERMINALS (F, G, H & J)  
ZONE 2**

**May 2019 – Restated**



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## **I. OVERVIEW OF JANITORIAL PROGRAM REQUIREMENTS AND PROGRAM RELATED DEFINITIONS**

Contractor shall provide an on-site management team, supported by corporate management, resources and regular oversight that will provide high standards of cleanliness and infection/bacterial control through the development and execution of an approved and effective janitorial service program at Miami International Airport ("Airport") and its properties.

The Contractor shall furnish all supplies, materials, equipment, machinery, tools, supervision, labor and services necessary to perform the work described in these specifications. These responsibilities shall be carried out by the Contractor through planning, assignment, coordination, inspections, quality control, field operations, reporting, and other forms of administrative management required for optimizing services and support in compliance with the terms of these specifications.

### **TASKS, ACTIVITIES AND COMPETENCIES**

The Airport's terminal and properties require cleaning and daily Patrolling, with an emphasis on restroom service and sanitation. Work must be performed in a safe manner that protects Airport employees and patrons and helps to provide for continuous operation of the facilities in the event of an emergency. It also requires the ability to analyze work requirements and develop procedures for cleaning and preserving the Airport's surface areas. The Contractor must possess a thorough knowledge of cleaning equipment, chemicals and techniques. The following minimum tasks, activities and competencies are required of the Contractor under this contract:

1. A competent and effective management team, headed by an industry-experienced professional. The management team members must be well trained, skilled and able leaders of the Contractor's janitorial program.
2. Supportive corporate or regional management and technical personnel who regularly visit the contracted MDAD facilities, to ensure compliance with the contract and ever-improving standards. External management personnel, who represent the Contractor's corporate office, must be available on short notice in the event of an emergency or serious infraction, in addition to regularly scheduled visits which will be planned according to a schedule that has been presented to and approved by the Department.
3. Competent and responsive management team who will assist the Department in meeting the needs of the County in providing outstanding service to the patrons of Miami International Airport, Zone 2.
4. Enlightened and dedicated management and supervisory professionals who shall
  - Ensure a positive and wholesome climate of worth, motivation and equal opportunity to all of the janitorial employees.
  - Ensure and encourage the employees to achieve excellent results and develop a sense of responsibility, resulting in effective performance standards.
5. Technical back-up and research in order to ensure the best processes, efficiency and results for the benefit of the County and Airport facility patrons.
6. The Contractor shall be expected to have experience in the evaluation, testing, selection, care



and use of supplies and equipment which meet the requirements set forth under this Agreement. The Department maintains the right at all times to set material and equipment standards and specifications as described in Attachment B, General Janitorial Equipment, Supplies, & Chemicals herein. The Department reserves the right to test and select materials and equipment. The materials and equipment purchased by the Contractor for use under this Agreement must be approved by the Department.

- The Contractor shall agree to maintain the supplies and materials in safekeeping, in an orderly manner, with adequate security and control. The Contractor shall be responsible for maintaining proper supply and material usage instructions and Right-to-Know information including, but not limited to, Material Safety Data Sheets, Chemical Hazard Warning and Emergency Notification, and Incompatible Substance information and warnings.
  - The Contractor shall maintain an up-to-date listing of all equipment, individually numbered. The Department shall pre-approve all equipment purchases. Bumper guards and other surface protection are required to prevent marking or scratching of fixtures, furnishings, and/or building surfaces.
7. Continuity of day-to-day management, 52 weeks a year, regardless of vacation, long-term illness, etc.
  8. Scheduling consistency to ensure that the required daily jobs are filled each shift and day, and work is completed as scheduled within the week that they are scheduled.
  9. Flexibility of program design and responsiveness in order to meet the demands of a fluid and challenging work environment.



## **II. STANDARDS OF APPEARANCE**

The Performance Standards for routine Janitorial work are intended to describe the routine cleaning tasks and frequencies for the most common housekeeping tasks that will be performed on a frequent basis. The Contractor shall perform all services to the highest standard of performance recognized by custom and usage in the industry.

### **A. CATEGORIES OF CLEANING**

**Routine Cleaning:** Refers to cleaning functions that keep the appearance and sanitation at an acceptable level, but may not be sufficient to keep areas at their optimal levels without the periodic application of more aggressive cleaning methods. This cleaning includes all tasks detailed in the Performance Standards for Routine Cleaning.

**Project Cleaning:** The periodic services that are intended to clean to a "like-new" condition. This service includes, but is not limited to, high dusting, wall washing, deep extraction of carpets, steam cleaning, complete stripping and refinishing of hard floor surfaces, and other detailed services not included in daily Routine Cleaning. This work shall be performed at no extra charge and will be paid as included in the Price Proposal Schedule (Attachment 3 of the RFP).

### **B. APPEARANCE STANDARDS FOR ROUTINE CLEANING**

#### **Carpets:**

At the end of every night shift, upon completion of the required routine and Project cleaning, the carpet condition shall be as follows:

- a. Free of all loose or embedded gum.
- b. Free of all spots, except for those that have been identified as "permanent."
- c. Thoroughly vacuumed in all areas. Carpeted areas shall be completely vacuumed; collect surface soil and embedded grit from all areas accessible to a carpet vacuum cleaner. Chairs and trash receptacles should be tilted or moved as necessary to vacuum underneath. Additionally, as necessary, to prevent any visible accumulation of soil or litter in carpeted areas inaccessible to an upright carpet vacuum cleaner, a crevice tool and brush attachment shall be used. After the carpeted floor has been completely vacuumed, it shall be free of all visible litter, soil, and embedded grit.
- d. No dust build-up at, or around, carpet edges, corners, chair bases, or other objects that are placed on the carpet.

Contractor shall develop and submit to the Department, a carpet maintenance program to establish a schedule for the removal of surface and embedded sand, soil, stains, spots, and bacteria on a regular and frequent basis in order to ensure an acceptable appearance, and to remove soil that would shorten the useful life of the carpets.

#### **Carpets (spot cleaning):**



Carpet spot cleaning shall be performed during every shift throughout the day. Carpet spots shall be removed in accordance with the manufacturer's recommendation to ensure spots and stains are removed from carpets (see Attachment B herein). Spot cleaning shall be attempted only after the carpet has been completely cleaned and vacuumed.

**Curbside Areas (Adjacent to terminal):**

Curbside areas shall be kept litter free. Seating and floor surfaces shall be kept free of embedded gum, debris, sand, soil, grime, spots, liquids. No build-up on edges, wall and column bases. Ashtrays shall be empty and kept clean, free of surface stains and embedded gum. Pressure washing shall be done according to schedule (see pressure washing frequency) and in close coordination with the Landside Operations Division.

**Custodial Rooms:**

Custodial rooms must be kept clean and maintained free of odors at all times. Entrance doors must be kept closed at all times, except when actively working in the room. All work materials must be kept out of passenger and/or public view. Non work-related materials as well as trash shall not be stored in these rooms.

**Drinking Fountains - Cleaning and Disinfecting:**

Drinking fountains shall be disinfected using germicidal detergent or crème cleanser. All obvious soil, streaks, smudges, etc. shall be removed from the drinking fountains and cabinets. All polished metal surfaces including the orifices and drain shall be clean and free of buildup. Janitorial staff shall report any leaks or malfunctions to their supervisors. After cleaning, the entire fountain shall be free of streaks, stains, spots, smudges, scale, and other removable soil.

**Dusting and Furniture surfaces:**

Contractor shall use a lightly treated dust cloth, lightly treated hand-held dusting tool, lambs-wool dusting tool, tank vacuum with dusting attachments, or combination of these dusting tools to remove all dust, lint, litter, dry soil, etc., from the horizontal surfaces of desks, chairs, file cabinets, and other types of furniture and equipment, and from horizontal ledges, window sills, blinds, hand rails, etc. Items on desktops are not to be disturbed. After regular dusting, all such surfaces shall have a uniform appearance, be free of any streaks, smudges, dust, lint, or litter. Dusting shall be accomplished by removal of soil from the area – not by displacing it from one surface to another. Desktops, laboratory counter tops, tile cabinets and the like, shall be completely cleared before dusting.

In stairwells, the tops and sides of any exposed, wall mounted lighting fixtures shall be dusted weekly, as well as the tops of suspended light fixtures in other areas of the buildings.

**Elevators:**

Elevators shall be cleaned on a daily basis using a cloth and neutral detergent solution, damp wiping the inside and outside of the elevator doors and elevator walls. A dry cloth shall be used to polish metal surfaces to a shine. The desired results are as follows:

- a. All stainless steel, Formica, and elevator panels clean, free of spots, smudges, stains and streaks.
- b. Floors are to be free of gum, sand, dirt, soil, liquids.
- c. No build-up in corners or edges.



- d. No odors.
- e. Door tracks clean and free of debris.

On a weekly basis, Contractor shall vacuum and damp wipe ceiling vents in the elevator. Vacuum the door tracks, clean with metal polish to a shine; and complete wash of all stainless steel surfaces, and polish to a shine.

**Escalators and Moving Sidewalks:**

On a daily basis, using a soft cloth and neutral detergent solution, spot clean the insides of the escalator or moving sidewalk to remove hand prints, smudges, stickers, gum and other visible soil. Stubborn soil may be removed with a stainless steel cleaner. Contractor shall not use green pads or abrasive cleansers. A dry cloth shall be used to polish metal surfaces to a shine. Contractor shall use escalator and moving walkway cleaning equipment to periodically service the units on a weekly basis. The push broom or wide deck brush shall be used daily during each shift to remove larger particles of debris from the unit's surface. Contractor shall damp mop the entry exit platforms to remove visible soil, gum, stickers, etc.

**Furniture, Fixtures, Walls, Partitions, Doors, etc.:**

Contractor shall use a clean cloth and spray bottle of neutral detergent, germicidal detergent, or glass cleaner to remove fingerprints, smudges, marks, streaks, etc., from washable surfaces of walls, partitions, doors, desks, laboratory counter tops (must be completely cleared), furniture, fixtures, appliances, etc. Germicidal detergent shall be used in restrooms and drinking fountains. Crème cleanser shall be used on hard-to-remove spots. After spot cleaning, there shall be no streaks, spots, or other evidence of removable soil. This includes both sides of glass in exterior doors and vestibules and in offices. Patrolling of the wall surfaces shall be done to ensure that streaks, smudges, spills, gum and loose materials are removed. The walls shall be kept in a clean and presentable manner at all times.

**Hard Surfaces (Floors):**

Patrolling of hard surfaces shall be done at all times to ensure that streaks, smudges, spills, gum and loose materials are removed. The floor shall be kept in a clean and presentable manner at all times. Each day, by the end of the night shift, when routine and heavy cleaning is performed, the condition of hard surfaces shall be as follows:

- a. Free of all loose or embedded gum, labels or sticky residue.
- b. Free of all deep surface scratches and abrasions that haze the floor's appearance.
- c. Floors will have a clear luster produced by floor finish that has been maintained to an "as new" condition.
- d. Free of spots and finish discoloration.
- e. No dust or grime build-up at, or around, floor surface edges, corners, chair bases, stations, or other objects that are placed on the floor.

**Mop Cleaning and Disinfecting:**

Prior to being damp mopped and disinfected, floor surfaces shall be swept or dust mopped. A wet mop, mop bucket and wringer, and a germicidal detergent solution shall be used to remove soil and non-permanent stains from the entire area. The detergent solution shall be changed periodically and remain clear. All accessible areas shall be damp mopped. Chairs, trash receptacles, etc. shall be moved when necessary to mop underneath. After being damp



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

**Office Cleaning:**

Contractor shall clean loose dirt and debris from resilient floors with dry mops. Contractor shall clean offices to include, but not limited to desks, chairs, tables, file cabinets, lamps, telephones; vacuum rugs. Contractor shall dust all surfaces which can be reached from floor level; remove spots and smudges from doors, woodwork, wall partitions, and glass surfaces; spot clean and damp mop floors; vacuum carpeted areas and remove stains as necessary; and clean all metal and Formica surfaces.

**Shadow (Ramp) Areas:**

Ramp areas (from the buildings to the "Fuchsia" aircraft containment line) shall be kept free of all "Foreign Object Debris" (FOD), litter, embedded gum, debris, sand, soil, grime, spots.

**Rearranging of Furniture as Required:**

All furniture, desks, and the like moved by the housekeeping worker during the performance of the work shall be returned to its appropriate location. Additionally, all other office furniture such as chairs and waste receptacles shall be returned to their appropriate locations. Furniture must be placed in specified locations and missing items be reported. All furniture such as desks, chairs, tables, and the like in classrooms must be returned to their original or specified configurations, as designated by the Department, after every cleaning (every night).

**Restrooms:**

- a. Restrooms shall be maintained clean, free of odors, and fully stocked with supplies at all times.
- b. Toilets seats and all porcelain surfaces shall be thoroughly cleaned, disinfected, and swabbed with sanitizer. Before leaving each stall, Contractor shall clean the partitions and the doors. Wipe both side of the door and door latch. Where stainless steel doors are present, clean with a dry cloth and polish to a shine.
- c. All sinks and fixtures shall be thoroughly cleaned and disinfected with sanitizer. No dust or grime build-up shall be present at any time.
- d. Contractor shall clean and check all soap dispensers and refill if less than half full, and test each for proper operation. The soap used shall be resistant to bacterial growth, have no bacteria, or odor from bacteria.
- e. Walls, partitions and mirrors shall be kept free of spots, stains, streaks, fingerprints and smudges at all times.
- f. Floors shall be thoroughly cleaned and mopped with sanitizer to ensure no build-up along edges, around toilets, partitions or urinals. Floor grout shall be kept in like new condition and free of stains. Floors shall be sealed as needed to prevent staining.
- g. Paper towel, toilet tissue and toilet liner dispensers shall be kept fully stocked and completely cleaned with sanitizer, free of spots, stains, streaks, fingerprints and smudges.

**Stainless Steel:**



All stainless steel surfaces shall be cleaned and kept free of spots, smudges, stains and streaks at all times.

**Stairways:**

Stairways shall be kept litter free. Embedded gum, debris, sand, soil, grime, spots and liquids shall be removed daily or as soon as reported. Urine and urine odors shall be neutralized as soon as reported. Handrails shall be damp wiped using a neutral detergent solution. Other surfaces, including doors, kick plates, jambs and thresholds shall be cleaned to remove hand prints, smudges and other visible soil.

**Ticket Counters and Gate Podiums:**

Patrolling of ticket counters and gate podium shall be cleaned in a manner which shall not interfere with airline operations. Ticket counters, podiums and backdrop surfaces shall be cleaned using a damp cloth and neutral detergent solution to remove hand prints, smudges, and other visible soil. Contractor shall wipe dry leaving no streaks or residue on the surface. Trash and trash receptacles within the ticket counters and gate podiums shall be removed when half full.

**Trash Receptacles:**

Trash receptacles shall be kept free of debris, liquid or food on interior and exterior surfaces. Surfaces shall be thoroughly cleaned, disinfected and kept free of fingerprints, smudges and odors at all times. Receptacles shall be emptied when they are half full and trash transported to designated dumpsters. The Contractor shall follow County recycling programs.

**Trash Removal:**

All waste receptacles and other trash containers within the area shall be emptied and returned to their designated locations. All waste from such trash receptacles shall be removed from the area and placed at a designated location in such a manner as to prevent the adjacent area from becoming littered by such trash. The exterior of waste receptacles shall be damp wiped with germicidal detergent solution from a spray bottle and a synthetic fiber cloth to remove evident soil. A lotion type cleanser and an abrasive pad shall be used to remove stubborn soils. All plastic liners that are torn or obviously soiled shall be removed from trash receptacles and replaced with new plastic liners. The liners shall be folded back over the rim of the receptacle and made secure.

Recycling containers shall be removed to the assigned location at least weekly, or more often, depending on the amount of recycling materials contained in the containers. All solid waste removal and collection of recycling materials shall conform to the Recycling Policies and Procedures.

**Windows (Glass cleaning):**

Windows and glass surfaces shall be cleaned to a like new condition. Any unauthorized papers, notices, and the like taped or otherwise attached to glass surfaces are to be removed. Contractor shall use a scraper or safety razor blade to remove these items; use chewing gum remover to soften and remove tape and adhesive residues, if necessary; and use a brush, squeegee and bucket of glass cleaning solution to clean large expanses or areas of



glass. After cleaning, the glass shall present a clean, uniform appearance and be free of any streaks, smudges, stain, or soil.

### **III. TASK FREQUENCY AND PERFORMANCE STANDARDS**

#### **A. ROUTINE CLEANING PROCEDURES**

Included herein are standard procedures to be followed by the Contractor in the performance of the Routine Cleaning duties.

Custodial personnel shall be polite and helpful to the public at all times.

**Liquidated Damages:** Financial deterrent shall be invoked if Contractor fails to complete the Work as specified in these Technical Specifications and the final Agreement (refer to "*Liquidated Damages*" Article 9.05 of the Agreement).

#### **R-1 CLEAN PUBLIC AREAS (INTERIOR - DAY AND AFTERNOON SHIFT)**

FREQUENCY: Continuously Throughout Each Shift

- A. Using long handled dust pan and broom, pick-up any trash dropped on floors, stairways, elevators, and escalators and power walks.
- B. Empty waste receptacles. Replace any torn or soiled plastic liners. Clean the outside of the unit if any soil is evident.
- C. Spot clean spills using the appropriate technique. Large spills, i.e. those where the cleanup effort would substantially impact the passenger flow or would in any way put passengers at risk, will be blotted dry to prevent a slipping hazard and will be referred to the night shift for complete cleaning. If the spill, due to its nature, e.g. paint, must be fully treated immediately, the area must be isolated from the public using barricades approved by the County during treatment and drying.
- D. Day and evening custodial personnel assigned this procedure shall be equipped with the necessary chemicals and equipment for gum removal, and it will be their responsibility to find and remove gum at all times.
- E. Spot clean glass windows or partitions above fifteen (15) feet as needed. Spot clean all surfaces as needed. Spot clean windows below fifteen (15) feet during every shift throughout the day.
- F. Remove all debris from tables and floor at seating units, taking care that the material is abandoned before removing.
- G. Patrol interior planters. Remove debris and clean and dust tops and sides as needed.
- H. Report items requiring maintenance to the Supervisor.
- I. Other duties as assigned.

#### **R-2 CLEAN PUBLIC AREAS (INTERIOR – NIGHT SHIFT)**

FREQUENCY: Continuously Throughout Each Shift



- A. Empty waste receptacles. Wipe out soiled waste receptacles with treated or damp cloth. Replace plastic liners that are torn or soiled. Wash waste receptacle to remove any soil inside or outside.
- B. Patrol planters and spot clean as needed.
- C. Clean all window sills, ledges, Flight Information Display System (FIDS) cabinets, tables, chairs and furniture tops, using a lightly treated cloth, dusting mitts, or small dust mop with short handle.
- D. Clean all metal sculptures and art work with dusting tool.
- E. Clean smudges and soil from glass doors and windows, using glass cleaner in spray bottle and a clean cloth.
- F. Vacuum clean carpets. Use the large carpet vacuum with beater for open areas and medium duty pile lifter for more congested areas. Use tank-type vacuum under furniture and in places where other machines cannot reach.
- G. Spot-clean carpets to remove stains using carpet shampoo, neutral detergent or a special cleaner for solvents.
- H. Dust mop resilient floors with a wide-treated dust mop.
- I. Clean tops of water fountains with a few drops of lotion-type cleaner. Use a separate cloth for tops of water fountains. Wipe off with dry clean cloth. Clean lower panels with stainless steel cleaner and wipe dry.
- J. Report items requiring maintenance to the Supervisor.
- K. Spot-clean finger marks and smudges on walls, door facings & doors. Use detergent solution in a spray bottle and a sponge. Rinse with sponge and clear water in plastic bottle, as needed.
- L. Rearrange furniture according to plan provided by the Department. (Daily – All Shifts)
- M. Other duties as assigned.

### **R-3 PUBLIC RESTROOMS (DAY AND AFTERNOON SHIFT)**

FREQUENCY: Specified in accordance with Table 1, Public Restroom Cleaning Frequency

- A. Empty trash receptacles.
- B. Replace any disposable plastic liners which are soiled or torn.
- C. Damp wipe and sanitize trash receptacles and lids.
- D. Pickup all loose trash and debris in restrooms.
- E. Thoroughly mop and sanitize floors. All areas inaccessible to the mop shall be hand scrubbed. Any gum or stickers shall be removed. Disinfectant cleaner shall be changed periodically to ensure that floors are not being cleaned with dirty water.
- F. Replenish paper towel, napkin, and hand soap dispensers. Be sure that all dispensers are full.



- G. Clean soiled basins, toilets, or urinals, with cloth and disinfectant cleaner solution in plastic spray bottle. Dry toilet seats with cloth. (Use lotion-type cleanser on heavy soil.) Pay special attention to cleaning under the rims and corners of commodes and urinals.
- H. Clean sinks with disinfectant. Pay special attention to chrome fixtures.
- I. Clean spills with mop and disinfectant cleaner solution.
- J. Use plumber's plunger to unstop any clogged toilets.
- K. Clean mirrors with glass cleaner in plastic spray bottle and clean soft cloth.
- L. Dust all surfaces, including high dusting of partitions and vents.
- M. Report items requiring maintenance to the on-duty Supervisor.
- N. Other duties as assigned.

#### **R-4 PUBLIC RESTROOMS (NIGHT SHIFT)**

FREQUENCY: Specified in accordance with Table 1, Public Restroom Cleaning Frequency

- A. Empty waste containers. Transport trash to trash compactor at the end of each day, or at another convenient time. Replace any disposable liners that are soiled or torn.
- B. Replenish paper towel, napkin, and hand soap dispensers. Be sure that all dispensers are full.
- C. Clean mirrors with glass cleaner in plastic spray bottle and clean soft cloth.
- D. Clean basins, shelves, hardware, spot-clean partitions and walls with cloth or sponge wet with disinfectant cleaner solution in plastic pail or in plastic spray bottle. Use lotion-type cleaner and cloth or sponge for removing stains or heavy soil, especially on basins. Rinse after use of cleaner. On walls and partitions, wipe dry with damp cloth to prevent streaks.
- E. Clean inside of bowls and urinals with bowl mop, using the disinfectant cleaner solution from spray bottle or poured from plastic pail over the mop.
- F. Clean toilet seats and exterior of toilets and urinals with cloth or sponge and disinfectant cleaner solution in plastic pail or from a plastic spray bottle. Wipe seats dry with cloth.
- G. Spot-clean stainless steel and chrome surfaces. Wipe dry first, then use a cloth dampened with stainless steel cleaner.
- H. Wash waste containers and urns.
- I. Remove trash from floor by sweeping with broom and picking up with dust pan.
- J. Thoroughly mop and sanitize floors. All areas inaccessible to the mop shall be hand scrubbed. Any gum or stickers shall be removed. Disinfectant cleaner shall be changed periodically to ensure that floors are not being cleaned with dirty water.
- K. Cycle restrooms according to Restroom Cycle Schedule
- L. Report items requiring maintenance to the on-duty Supervisor.



- M. Other duties as assigned.
- N. Clean underside of basins with cloth or sponge and disinfectant cleaner solution. Clean hardware underneath, using cloth damp with stainless steel cleaner, then wipe dry.
- O. Descale fixtures using mild acid type bowl cleaner, being certain to keep bowl cleaner inside of fixtures.

#### **R-5 SIDEWALKS AND OUTSIDE AREAS**

FREQUENCY: Continuously Throughout Each Shift

- A. Patrol all outside areas and streets on baggage claim and ticket levels from plate glass to far side of roadways and similar areas.
- B. Empty waste receptacles. Wipe out soiled waste receptacles with treated or damp cloth. Replace plastic liners that are torn or soiled. Wash waste receptacle to remove any soil inside or outside.
- C. Remove any litter, chewing gum or discarded boxes from sidewalks, streets, and curb area. Store discarded boxes in designated areas. Once per shift, transport discarded boxes to specified compactor.
- D. Dust benches, including brackets underneath.
- E. Personnel assigned to Procedure C shall wear a bright orange reflective vest on the outside of all other clothing at all times.
- F. Report items requiring maintenance to the Supervisor.
- G. Pressure wash areas in accordance with Pressure Washing Frequency.
- H. Other duties as assigned.

FREQUENCY: Once per shift

- A. Sweep and scrub the shadow (ramp) areas.
- B. Patrol the shadow (ramp) areas for FOD removal.

#### **R-6 ELEVATORS**

FREQUENCY: Once per shift (or more frequently if needed)

- A. Clean floors of elevator with damp mop, paying close attention to corners and edges. Remove any soil, stain or gum.
- B. Clean door track with tank-type vacuum cleaner. Also use broom and tank vacuum to clean next to wall where beating-type does not clean.
- C. Clean stainless steel elevator walls and elevator doors with clean white cloth. Spot-clean daily to remove marks and smudges and completely clean. Use a small amount of stainless cleaner and polish on stainless steel surfaces, as needed, and then rub dry.



- D. Report items requiring maintenance to the Supervisor.
- E. Other duties as assigned.

**R-7 CONCRETE STAIRS**

FREQUENCY: Continuously Throughout Each Shift

- A. Patrol to remove litter.
- B. Mop up any spills.
- C. Remove chewing gum with putty knife.
- D. Spot clean doors.
- E. Other duties as assigned.

FREQUENCY: Weekly Basis

- A. Vacuum clean treads with pack vacuum.
- B. Wash hand rails with cloth and detergent solution.
- C. Spot-clean walls and risers.
- D. Other duties as assigned.

AS NECESSARY: Mop stair treads.

**R-8 OFFICES, LOUNGES AND CONFERENCE ROOMS**

FREQUENCY: Continuously Throughout Day/Afternoon Shifts

- A. Empty waste receptacles. Wipe out soiled waste receptacles with treated or damp cloth. Replace plastic liners that are torn or soiled. Wash waste receptacle to remove any soil inside or outside.
- B. Dust cleared areas of furniture tops, shelves, sills and ledges. Use treated cloth or dusting mitts. Dust clocks, pictures, file cabinet tops and paneling on walls and doors.
- C. Spot-clean glass in doors and partitions. Use soft clean cloth and glass cleaner in spray bottle.
- D. Spot-clean doors, walls and furniture.
- E. Vacuum clean traffic patterns in carpets using a medium duty pile lifter vacuum, and check for spot-cleaning. (Vacuum completely, using hose and wand attachments to get under furniture.)
- F. Dust mop resilient floors with treated dust mop.
- G. Arrange furniture.
- H. Other duties as assigned.

FREQUENCY: Bi-Weekly Basis

- A. Mop resilient and/or tile floors with detergent solution. Rinse when needed, with mop dampened with clear water. Mop up spills daily.



- B. Spray-buff scuffed, marked or dull resilient floors, and dust after.
- C. Other duties as assigned.

FREQUENCY: Monthly Basis: Vacuum air-conditioning vents.

## **B. PROJECT CLEANING PROCEDURES**

### **P-1 CLEAN ELEVATOR INTERIORS**

ESTIMATED FREQUENCY: Weekly (Night Shift)

GENERAL: This task includes 69 passenger elevator, which are located throughout MIA properties. Work shall be accomplished between 2300 and 0500 hours to minimize inconvenience to the public. No more than one car per core shall be removed from service at one time for cleaning. Elevators shall be cleaned using a cloth and neutral detergent solution, damp wiping the inside and outside of the elevator doors and elevator walls. A dry cloth shall be used to polish metal surfaces to a shine. Cleaned stainless steel surfaces shall be completely cleaned and lightly oiled with food grade mineral oil. If necessary, the stainless steel shall be stripped using a high pH cleaner then re-oiled and buffed. Contractor shall vacuum and spot cleaned carpeted walls. At a minimum, Contractor shall shampoo the carpets four times per year using a dry foam carpet cleaner. Cleaning procedures differ slightly due to different finishes and design; however, the basic cleaning techniques are the same.

PROCEDURE: Contractor shall

- A. Using a back pack vacuum and a small stepladder, vacuum the upper portion of the car. Wipe down the ceiling with a clean, soft dry cloth. Once per month or as needed wipe down the ceiling with a clean, soft cloth moistened with the neutral detergent solution, then dry.
- B. Use the cloth dampened with neutral detergent solution to wipe down the "floor indicator" graphics.
- C. Clean walls with detergent solution and sponge rinse with sponge and clear water.
- D. Polish stainless steel surfaces with a clean white soft cloth. Use a small amount of food grade mineral oil, as needed, to treat the stainless steel. Be sure to not leave any excess oil on the stainless steel.
- E. Vacuum the tracks, report any lights out or other problems to on-duty Supervisor.
- G. Return the car to service.

### **P-2 DEEP CLEAN RESTROOMS**

FREQUENCY: (See Restroom Cleaning Frequency)

GENERAL: This task is in addition to the daily Routine Cleaning of the restrooms and shall be part of an intensive cleaning program.

PROCEDURE: Contractor shall



- A. After advising the MDAD Operations Control Room, close the restroom to the public in accordance with the approved Department procedure.
- B. Remove all paper products e.g. toilet tissue, paper hand towels and toilet seat covers.
- C. Add phosphoric/citric acid descaler to urinals and commodes.
- D. Remove hand soap containers, open and inspect soap. Retain good soap by pouring it into a clean stainless steel pail, discard any soap that is discolored or does not have a clean fresh odor.
- E. Sweep up any loose debris on the floor.
- F. Using a sponge mop and a mild degreasing solution, clean the ceiling, including the air and or exhaust vents.
- G. Using a pump sprayer charged with a quaternary cleaning solution and starting at the baseboard mist a section of wall, and using a scrub pad lightly scrub the wall from the bottom up. A Kaivac machine can be used in place of a pump sprayer.
- H. Using the pump sprayer with the same solution, and starting at the top, rinse the wall and allow to air dry.
- I. Flush commodes to remove descaler. Clean both sides of the seat with solution used on walls. Clean the rim, bowl and the area where the seat is connected to the fixture with a cream cleanser. Chromed flush valves shall be polished using a clean white rag. Clean under the bowl and where the fixture is bolted to the wall by spraying, or with cream cleanser and a sponge as needed. Spray the entire fixture and allow to air dry. If it is necessary to return the restroom to service before the air drying can be accomplished, dry both sides of the seat, the rim, and the flush valves with a clean white cloth. Leave the seat in its upright position.
- J. (Men's Restrooms Only): Flush the urinals to remove the descaler. Use a cream cleanser on the interior surfaces, the rim and underneath. Use a neutral detergent on the top and sides applied with a soft sponge. On chromed valves use only a clean white rag to polish. Spray the entire fixture with the same solution used on the walls and allow to air dry. If the restroom must be returned to service before air drying can be accomplished, dry the flush valve and top of the fixture with a clean white rag.
- K. (Women's Restrooms Only): Remove the liner from the sanitary napkin disposal. Thoroughly clean exterior and interior surfaces of the unit using the proper chemical. Spray the fixture and surrounding area with the chemical and allow to air dry. When dry, reline the container with the proper liner.
- L. Wipe down all vinyl couches and seats with a quaternary cleaner and allow to air dry. If the restroom must be returned to service before air drying can be accomplished thoroughly, dry all surfaces. Use vinyl restorative on a three-month schedule. Report any tears, cuts, or seam separation in the vinyl surfaces to your Supervisor.
- M. Clean the recess for the soap containers by scrubbing the area with a scrub pad and a quaternary cleaner. Care must be taken to get into all corners using a small brush. The area shall be thoroughly dried before replacing soap containers.
- N. Clean partitions with quaternary cleaning solution and hand dry. The partitions



shall then be waxed using a high quality carnauba wax in a silicon carrier. The aluminum top rail shall be wiped down with a damp cloth and a quaternary solution. Chromed handles and accessories shall be treated as above.

- O. Clean sink using cream cleanser in interior bowl only, do not scrub chromed strainer with cleanser. Clean the chromed valves as before, care must be taken to ensure that the area adjacent to the escutcheons is not allowed to discolor, and at the same time that the finish is protected. Clean the underside of the sink and the P-trap assembly by spraying with the quaternary cleaner and wiping dry. Spray the top side of the fixture with the quaternary solution and allow to air dry. If the restroom must be returned to use before the air drying can be accomplished, dry only the chromed handles and the front panel of the fixture.
- P. Remove the soap containers from the solution and allow to air dry.
- Q. Scrub all corners of the restroom floor with the scrub pad, this to include the area under the commodes. Scrub the main area of the floor with a rotary machine and a degreaser solution. Rinse the floor with clean water and mop up the residue. Mop the floor with a quaternary solution and allow to dry.
- R. Clean mirrors.
- S. Replace soap containers filled to half capacity with good soap.
- T. Replace/restock all paper products.
- U. Report any deficiencies, e.g., burned out lights, door malfunctions, broken fixtures or any other restroom item needing attention to Supervisor.
- V. Open restroom to public.

### **P-3 CLEAN AIRLINE TICKET COUNTERS AND GATE PODIUMS**

FREQUENCY: Daily (Night Shift)

These counters are located primarily in the terminal lobby and gate hold room areas. Additional counters may be located in the first floor bag claim areas.

PROCEDURE: Contractor shall use a neutral detergent solution to remove hand prints, smudges, and other visible soil. Contractor shall remove tape, stickers and any loose debris. Contractor shall wipe dry leaving no streaks or residue on the surface.

### **P-4 CLEAN INTERIOR GRAPHICS**

FREQUENCY: 5 Times/year as designated by MDAD (Night Shift)

Contractor shall clean all interior graphics throughout the terminal complex. The graphics shall be cleaned with a neutral detergent that contains a small amount of isopropyl alcohol to prevent streaking and accelerate drying. Contractor shall not use any other treatments, such as wax or dust repellant treatments on the graphics, ensuring that readability is not affected.

### **P-5 CLEAN AIR CONDITIONING VENTS**

FREQUENCY: Monthly (Night Shift)



Contractor shall clean ceiling vents by hand, using a sponge. Areas subject to "sweating" shall be washed with a mild solution to remove mildew. Certain high areas may require the use of scaffolding or scissor lifts, which shall be provided by the Contractor.

**P-6 CARPET EXTRACTION**

**FREQUENCY:** Weekly or more frequently if needed (Night Shift)

This task applies to all carpeted areas maintained by the MDAD. The complete extraction process shall be accomplished by a single extraction machine using a one pass method. A cleaning chemical may be added to emulsify oil based soil. Chemicals shall be used a maximum of every other time an area is extracted. The alternate times shall be completed using only hot water that serves to remove residual cleaning chemicals left in the carpet as the result of the previous extraction or spot cleaning, or other cleaning processes.

**P-7 ROTARY SCRUB CARPET**

**FREQUENCY:** As Required (Night Shift)

Rotary scrubbing is usually used in conjunction with Hot Water Extraction to clean very heavily soiled areas. The carpet shall be scrubbed with a brush on the rotary machine limited to 175 R.P.M. Hot Water Extraction is then used to flush residual chemical out of the carpet. The machine used for this task must be designed and manufactured specifically for this job (see Attachment B herein).

**P-8 SCRUB/BURNISH TERRAZZO**

**FREQUENCY:** Daily (Night Shift)

Using a battery powered scrubber with the appropriate pad and a neutral detergent, Contractor shall scrub the terrazzo as needed, nightly. Contractor shall burnish the high traffic areas using a battery powered burnisher on a nightly schedule. Other areas shall be burnished on an as needed basis. The area shall be stripped and resealed with Terra-Glaze or in accordance with the Terrazzo cleaning specifications.

**P-9 STRIP AND REFINISH TERRAZZO FLOORS**

**FREQUENCY:** 4 Times/Year as designated by MDAD

Terrazzo floors require a high level of appearance that requires an intensive spray-buffing program and periodic stripping and waxing. The task requires the floor to be stripped in accordance with the manufacturer's recommendation (see Attachment B herein). In general, the floor shall be stripped using a high pH, 11.0, no rinse stripper. The stripper shall be mopped on, taking care to level the coat and not allow puddling. The stripper shall then be worked over the surface of the floor using either a red or black stripping pad on a low RPM rotary machine. The color of the pad designates the aggressiveness of the cleaning, with the black pad being the most aggressive, and the red pad a medium aggressive pad. The old floor coatings and stripper shall then be wet vacuumed and the floor allowed to thoroughly dry. This takes about 20-30 minutes. Mopped base coat sealer shall follow by a minimum of two (2) coats of new floor coating, each of which is buffed to a high gloss finish. Employees engaged in the stripping process shall wear anti-slip footwear, gloves, and eye protection.



**P-11 SPRAY BUFFING**

FREQUENCY: Nightly

Spray buffing shall be done by fully trained personnel in the use of high speed, 1,500 R.P.M. or higher, floor machines. Only the specified chemicals shall be used for resilient floor care.

**P-10 CLEAN DOORS**

FREQUENCY: Daily (All Shifts)

The entry/exit doors require daily cleaning from fingerprints, smudges etc. The door frames are metal and some stainless steel, with glass inserts. The same procedure used for the maintenance of the stainless steel on the elevator/escalators shall be applied equally to the stainless steel doors. All other metal doors require washing with a neutral detergent only.

**P-11 STRIP, OIL, POLISH ELEVATOR DOORS**

FREQUENCY: Monthly (Night Shift)

The Contractor shall clean the outside elevator doors. Each elevator has a set of doors on each level of the terminal it serves.

The work shall consist of:

- A. Stripping all residual mineral oil and other dirt from the surface of the stainless steel using a floor stripping solution. Employees assigned to this project is required to use rubber gloves and eye protection. Care must be taken to protect surrounding surfaces that may be damaged by the very high pH solution, e.g. aluminum.
- B. The stainless steel shall then be stripped in small sections each of which is thoroughly rinsed and dried after stripping. A generous amount of food grade mineral oil shall then be applied to the entire surface of the door and frame with a clean white rag and allowed to penetrate for approximately 15 minutes. The excess oil is then wiped away, and the door and doorway is buffed dry.

**P-12 STRIP, OIL, AND POLISH ESCALATORS**

FREQUENCY: Monthly (Night Shift)

The cleaning procedure necessitates shutting down the escalator. The work shall be completed in small sections because of the need to protect the steps from the stripping agent used. The pH of this stripper is greater than 11 and it would discolor the aluminum stair tread if it came in contact with it. The stripper effectively removes all soil and oil from the stainless steel, and after complete rinsing is accomplished, the surface is clean and looks lustrous. If the metal did not have to be protected from body oils, etc., no further treatment would be required. In the case of the escalators however, a protective light coating of oil is added which serves to facilitate the easy removal of fingerprints and other dirt. Food grade mineral oil has been found to be the most satisfactory agent for this purpose. The procedure calls for applying a coating of the mineral oil and buffing it until the excess oil is removed. The employees assigned to this task are required to wear eye protection and rubber gloves.



All finishes or machinery that may be damaged by a high alkaline pH, e.g. aluminum or carpet, must be protected. Using a rag dampened with a floor stripper solution, the stainless steel will be wiped down. There shall be no dripping or running of the solution on the surface being treated. No solution shall be allowed to come in contact with the black Teflon skirt nor shall any solution be allowed to run or drip through any gaps in the escalator panels or steps. After a small area is wiped down with the solution, it must be rinsed thoroughly. Do NOT use a "no rinse stripper" for this work.

Buff the rinsed area dry with a clean white cloth and proceed to the next area taking care to overlap the previous area. When the entire stainless structure is cleaned, rinsed and dried, apply a food grade mineral oil to the structure. Dry and rub in the mineral oil being sure not to leave a residue of free-standing oil before returning the area to public access.

### **P-13 CLEAN AND RESTORE THE VINYL SEATING UNITS**

FREQUENCY: Monthly (Night Shift)

The task requires the seating units to be cleaned and treated. The cleaning of these units shall be completed on a weekly basis or more frequently if needed. The restoration work shall be completed monthly.

The detailed procedure is as follows:

1. The entire unit is washed with a mild de-greasing solution and is thoroughly dried.
2. The aluminum frame is treated with a silicon based protector and polished.
3. The vinyl seats and backs are treated with a vinyl restorative then buffed to a high luster with a clean white cloth.

### **P-14 CLEAN EXTERIOR GRAPHICS**

FREQUENCY: Monthly (Nightly)

The exterior graphics are subject to soiling from vehicle exhausts and require more aggressive cleaning procedures than the interior graphics. The chemical specified is an effective degreasing solution. The cleaning solution is wiped on with a clean sponge that is rinsed frequently. The graphics must be rinsed with clean water and dried to prevent streaking.

Extra care must be taken when washing the graphics above doorways; e.g., around the automatic doors at the curbside areas of the terminal, to protect the public, deactivate the automatic doors and barricade the work area.

### **P-15 CLEAN EXTERIOR PODIUMS AND KIOSKS**

FREQUENCY: Monthly (Night Shift)

Podiums and kiosks are located at curbside on the departure and arrivals levels. The podiums shall be cleaned as described in P-3. This work is scheduled once per month for all units.

### **P-16 SCRUB PAVERS, CURBSIDE DRIVES & PARKING LOTS**

FREQUENCY: Monthly (Night Shift)



The equipment specified for this work may be used to do large, unobstructed, properly supported, areas of pavers. Using the Tenant, or Original Equipment Manufacturer (OEM), scrubber and the manufacturer's recommended chemicals, scrub the traffic lanes from the terminal curbside out. Cleaning of the parking garages and the Central Collection Plaza shall be done in coordination with the Landside Operations Division. Pick up and dispose of the waste water in compliance with all federal, state and local laws, rules, and regulations. Only properly trained and licensed personnel shall operate the equipment. Certain areas may require additional cleaning due to traffic patterns and use.

**P-17 CLEAN UPHOLSTERED FURNITURE**

FREQUENCY: 2 Times/Year (Night Shift)

This work is for MDAD's upholstered office furniture and traditionally has been done once per year. This work shall be coordinated with the Project Manager and scheduled over a holiday weekend to ensure sufficient drying time for the furniture. The furniture is cleaned with upholstery cleaner, a machine specifically designed for this type work.

**P-19 PRESSURE WASHING**

FREQUENCY: (See Pressure Washing Frequency)

Pressure washing shall be done on the night shift, unless otherwise authorized by Department. Pressure washing shall be done in accordance to manufacturers' specifications and in compliance with environmental standards. Pressure washing shall be done in a manner so as to not damage the surfaces being cleaned. Care shall be taken to protect and avoid damage to nearby areas that can be damaged by water intrusion. Operators shall wear eye protection at all times while operating the pressure washer and shall ensure that the work area is properly cordoned off from vehicular and pedestrian traffic.



**TABLE 1 - PUBLIC RESTROOM CLEANING FREQUENCY – ZONE 2**

<b>Concourse F</b>			
F BAGGAGE - 1ST FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
F LOBBY - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
F1 BUS STATION	1 TIMES/SHIFT	1 TIMES/SHIFT	BIWEEKLY CYCLE
F-10 RAMP	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
F WRAP NORTH - 3RD	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
F-19 RAMP	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
F CHECKPOINT - 3RD FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
F7- 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
F9 - 2ND FL	3 TIMES/SHIFT	3 TIMES/SHIFT	BIWEEKLY CYCLE
F-G WRAP SOUTH 3RD	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
F INTERNATIONAL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
<b>Concourse G</b>			
G BAGGAGE - 1ST FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
G LOBBY - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
G1- BUS STATION	1 TIMES/SHIFT	1 TIMES/SHIFT	BIWEEKLY CYCLE
G11- 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
G5 - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
G TUGWAY	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
G6 - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
G11	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
G WRAP	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
<b>Concourse H</b>			
H BAG CLAIM - 1ST FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
H LOBBY - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
H-J STERILE HALLWAY ITI	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
H1 BUS STATION - 1ST FL	1 TIMES/SHIFT	1 TIMES/SHIFT	BIWEEKLY CYCLE
H10- 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
H15 DELTA HALL - 1ST FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
H15 - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
H3 - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
H5 - RAMP AREA	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
H6 - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
H-J CONN CTR MEN 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
H-J LOBBY - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
<b>SOUTH TERMINAL</b>			
BAG CLAIM EAST	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
BAG CLAIM WEST	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
CENTRAL CHECKPOINT	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
SOUTH CHECKPOINT	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
CONCESSION WALK AREA	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
<b>NOTE:</b> Restrooms not listed for the Concourses above must be cleaned three (3) times/shift at a minimum and cycled bi-weekly. During the Night Shift, all restrooms must be cleaned twice per shift in addition to the scheduled cycling.			
<b>Concourse J</b>			
J6 - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
J10 - 2ND FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
J INS - 3RD FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
J CUSTOMS BAG - 3RD FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
J GREETERS LOBBY - 3RD FL	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
J GATE TOWER	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
J STERILE HARD SECONDARY	2 TIMES/SHIFT	2 TIMES/SHIFT	BIWEEKLY CYCLE
<b>NOTE:</b> Restrooms not listed for Concourse J must be cleaned two (2) times/shift at a minimum and cycled bi-weekly.			



**TABLE 2 - PRESSURE WASHING FREQUENCY - ZONE 2**

AREAS	WEEKLY	BI-WEEKLY	MONTHLY	QUARTERLY	DAILY
BAG CLAIM CHECKPOINT ENTRANCES				X	
SOUTH TERMINAL FIS BAG ROOM				X	
BUS LOOP & CROSSWALK			X		
SOUTH TERMINAL CRUISE BUS TERMINAL (SIDEWALKS)			X		
1st FLOOR CURBSIDE			X		
2ND FLOOR CURBSIDE			X		
<b>NOTE:</b> Frequencies and areas will be adjusted as needed by the Department.					

**TABLE 3 - WINDOW WASHING FREQUENCY - ZONE 2**

WINDOW WASHING FREQUENCY	
Areas of Responsibility	Cleaning Frequency
Concourse F Outside	Every 6 months
Concourse F Inside (Above 15')	Every 6 months
Concourse G Outside	Every 6 months
Concourse G Inside (Above 15')	Every 6 months
Concourse H Outside	Every 6 months
Concourse H Inside (Above 15')	Every 6 months
Concourse J Outside	Every 6 months
Concourse J Inside (Above 15')	Every 6 months
F-J Wrap Curbside Outside	Every 6 months
<b>Note:</b> Unless otherwise directed by the Department, all windows below fifteen (15) feet will be considered routine work and must be kept clean and streak free at all times.	



## IV. ATTACHMENT A

### TERMINOLOGY FOR JANITORIAL SPECIFICATIONS

Adhered Soil	Any foreign particles either solid or liquid that are adhered to the surface, (e.g. oil, water, dried mud, caked oil absorbent compound).
Alkaline Ice	The carbonate or phosphate, white residue that deposits after water containing dissolved alkali evaporates.
AOA	Aircraft Operations Area
Bactericidal	Kills all bacteria.
Bacteriostatic	Prevents the growth of bacteria.
Burnishing	Using a very high speed (1500+ rpm) rotary machine to harden and give luster to a floor finish.
Carpet Cleaning:	
• Deep Extraction	Carpet cleaning that involves that deep penetration of cleaning solution into the carpet fibers and removal through a vigorous suction method, usually measured by pounds of lift.
• Surface Cleaning	The cleaning of the surface of the carpet fibers with very little cleaning solution penetrating into the carpet surface.
• Non-residual Cleaner	Cleaning solution or cleaning method that is designed to dry in a state (or cleaning) that leaves little or no cleaning compound that will cause rapid re-soiling of the carpet surface.
• Gum Residue	Refers to the sticky surface that can be left by gum even after the bulk material has been removed. This residue will cause rapid re-soiling of the carpet by capturing dirt into the sticky substance.
Clean	The removal of loose, adhered and impregnated matter.
Consumable Supplies	Supplies that are used up in the process of servicing the public restrooms, or in the collection of trash. Examples include paper towels, toilet paper, plastic liners.
Cross Training	The on-going training of staff in such a manner as to allow the Contractor to have an adequate, documented resource of employees who can perform various, different tasks so that the Contractor can assign or re-assign personnel to cover for anticipated and unanticipated absenteeism in order to meet at all times the work requirements of this contract with well trained, qualified employees.
Deodorizing	The use of specific chemicals that will destroy odors at their root cause.



Dirt	Sand, soil, dust or other matter that is not adhered to a surface.
Dressing (or Finish)	The generic name for any penetrating covering.
Drug Free Work Place	The contractor shall maintain a drug free workplace within the meaning of the Florida Drug-free Workplace Act. No employee shall be hired by the Contractor for work at the Airport or its properties prior to such employee testing negative for drugs. In addition, existing employees of the Contractor must be subject to drug testing by the Contractor upon reasonable suspicion of drug use.
Dust (verb)	The removal of all loose dirt, dust and soil particles from the ceiling to floor surfaces, inclusive of walls and partitions.
Equipment	Tools that may be electric, mechanical, or fixed that are used in the cleaning activities and are generally not consumed during their use.
Facility	The buildings, grounds and their components that comprise the Miami International Airport complex.
Finish (Floor Finish)	The plastic material that is applied on top of hard floor sealer providing luster, protection and slip resistance to a hard floor surface. The product is applied in a liquid state and dries to a plastic membrane surface.
Floor	A specific level of a building.
Frequency	The number of times a task is accomplished in a defined time period.
Furnishings	Includes mobile or fixed items in an area; such as tables, chairs, planters, desks, ashtrays, cabinets, clocks, bookcases, couches, water fountains, telephones, trash cans, etc.
Gates	Refers to the areas where passengers board to leave on the plane. Usually adjacent to a jet way.
Gum Removal	The complete removal of adhered gum, including any residue that may be embedded into the surface.
Hydrophilic	Soils that can be dissolved by water.
Hydrophobic	Soils that resist the solvent action of water.
Impregnated	Adhered soil that has penetrated deeply into a surface and requires (or embedded) soil vigorous cleaning techniques for its removal. Examples include heel marks, stains, ground in soil, grime, gum, etc.



Janitorial Supplies	Supplies that are used up in the process of performing janitorial work. Examples included rags, dusters, cleaning chemicals, floor finish, pads, etc.
Job Descriptions	The written work plan for a single job assignment which describes the employees' job duties inclusive of: the area where work is performed; the tasks to be performed; the materials and equipment required; the schedule of work with sufficient detail to provide adequate guidance to the employees and monitoring capability to management; the expected results of the work described; and safety instructions to the employees. Written job descriptions are required for all job assignments performed under this contract.
Light Scrubbing	The use of a rotary machine and a mild pad to remove the surface coat of floor finish, leaving some finish and all floor sealer. The intent is to remove surface abrasion and marks that cannot be removed with cleaning, spray buffing or burnishing, and preparing the floor for a light recoating of finish.
Litter	Items that have been discarded, but not deposited in a collection container.
Location	An area that has been identified with a name or unique reference.
Loose soil	Sand, soil, dust or other matter that is not adhered to a surface.
Management	The process of controlling the various aspects of the janitorial program in order to achieve the program's objectives.
Management Staff	The personnel who are responsible for overseeing, planning, coordinating and evaluating the work required under this contract in order to ensure that the janitorial contractual requirements are accomplished.
Monitor	To observe and evaluate the effectiveness of the janitorial program through a formalized procedure that includes the periodic inspection, documentation of the actual work performed and the results of that work.
Mullions	Vertical cross bars in a window or curtain wall.
Muntins	Horizontal cross bars in a window or curtain wall.
Plan (Janitorial Plan)	The written summary and detail outlining the scope of work, resources, timing and expected results of the janitorial program.
Patrolling	The on-going process of picking up paper and miscellaneous trash,



	cleaning and sanitizing surfaces, wiping down seating units, emptying of trash receptacles and recycling bins, damp wiping and sanitizing trash receptacles and lids, cleaning soiled areas, damp mopping terrazzo and resilient flooring, stairways and landings, handrails, guardrails and push plates. Removal of gum deposits and cleaning and dusting of fixtures including monitors, displays, information kiosks and counters.
Power Scrub	The use of automatic commercial equipment that is designed to scrub and remove adhered and impregnated dirt from hard surface floors.
Pressure Washing	The use of pressurized water dispensed through a special hose to remove deeply embedded dirt and soil from surfaces.
Preventative Cleaning	Those work requirements that, when accomplished as maintenance activities, keep the overall appearance at an acceptable level without having to perform more aggressive restorative procedures.
Prime Contractor	The Contractor who has overall responsibility for the janitorial program, even if it is allowed to sub-contract any of the overall responsibilities to any other party.
Project Cleaning	The periodic services that are intended to clean to a "like-new" condition. This service includes, but is not limited to, high dusting, wall washing, deep extraction of carpets, steam cleaning, complete stripping and refinishing of hard floor surfaces, and other detailed services not included in daily cleaning or patrolling.
Project Cleaning Schedule	Contractor is responsible for the scheduling of all Project Cleaning in a manner which ensures that each year, the required frequencies will be performed. Project Cleaning shall be performed during low traffic times, generally during the night shift. On October 1st of each Contract Year the Contractor shall submit a detailed schedule of Project Cleaning to be completed.
Restoration	Adding a light film of plastic polymer that rebuilds worn floor finish.
Road, Ramp Sweeping	The use of industrial-scale, ride-on, mechanical sweeping equipment that is suitable for the Airport's road and ramp sweeping requirements.
Routine Cleaning	Cleaning functions that keep the appearance and sanitation at an acceptable level, but may not be sufficient to keep areas at their optimal levels without the periodic application of more aggressive cleaning methods.
Sanitizing	The application of specific anti-microbial chemical formulas that cause the destruction of germs and bacteria to a level regarded as



	sanitized, according to industry standards.
Scheduling	The written, timed projection of all work to be accomplished in order to satisfy the cleaning and administrative requirements of this contract.
Scrubbing	Aggressive cleaning methods often using abrasive equipment and tools that help to penetrate and dislodge impregnated soil
Sealer	A particular form of dressing that is designed to perform the specific task of filling in the matrix of a material, or surface abrasions, or inherent porosity of the substance.
Service Standards	The expected results from the janitorial program in appearance, (janitorial) odor control and sanitation.
Set-up Area	An area where equipment is prepared for work.
Set up Equipment	Assembling equipment for daily work.
Shift (Work Shift)	Refers to an 8-hour time frame within a 24-hour period.  Day Shift: Daily work period from 6:00a.m. to 2:30p.m. Afternoon Shift: Daily work period from 2:00p.m. to 10:30p.m. Night Shift: Daily work period from 10:00p.m. to 6:30a.m.
Sidewalk	A pedestrian walking area usually adjacent to a road.
Solvent	Liquid media that has the property of being able to assimilate solids into suspension or solution.
Spot Cleaning	The selective cleaning of an obvious stain or soil condition in such a manner that the selective cleaning does not leave a noticeable difference in appearance between the selective area cleaned and the area that surrounds it.
Spray Buffing	The combined use of a rotary machine and a liquid product that is designed to help clean and polish the finish on a floor surface.
Stripping	The complete removal of floor finish and sealer, leaving the floor surface free of any residue and in a pH neutral condition, in preparation for applying the sealer and finish.
Supplies	Please refer to Section A, Attachment B, titled Chemicals & Supplies for Routine and Project Cleaning herein.
Sweeping	The collection and removal of loose items from a hard surface with the aid of a broom or mechanical equipment.
Technical Expertise	The expert understanding of the methods that are required to



(janitorial) achieve optimal results in the janitorial program.

Technology	The application of products and equipment that increases productivity.
Training Procedures	A planned, written and documented process of training employees in the appropriate methods and use of technology to perform a required task.
Trash	Debris, litter and any item or matter left in any area.
Trash removal and disposal	The removal of trash in a manner that meets the Department's, the County's and any other government agency's requirements for such disposal.
Travel	The physical movement from the check-in area to the assigned area, and the return from the assigned work area to the check-out area.
Vacuuming	The use of equipment that creates suction to remove soil or liquid. Carpet (dry) vacuums typically include agitation to help dislodge soil which is then removed through suction. Liquid (wet) vacuums typically have specialized components that keep the liquid from entering into the electrical motor.
Window Washing	
• Routine	Window washing that entails work lower than 15 feet, and is not considered high risk.
• Specialized	Washing above 15 feet that requires specialized equipment, including ladders, scaffold, to complete.



## **V. ATTACHMENT B**

### **GENERAL JANITORIAL EQUIPMENT, SUPPLIES & CHEMICALS**

Cleaning equipment, supplies and chemicals used to perform services under this Agreement shall be subject to the approval of the County and will be in compliance with manufacturers' recommendations. Materials proposed for use shall comply with all applicable regulations for protection of the environment and the health and safety of employees and the public. Materials shall be appropriate, as recognized by the highest standard of custom and usage in the industry, for purposes utilized and shall be non-destructive of surfaces. No product used by the Contractor shall decrease the slip resistance of flooring or floor surface throughout the premises covered by this contract. Contractor shall provide to the County and shall update from time to time a list of all cleansers, chemicals, solvents, paper products and the like used by it in provision of cleaning services.

#### **A. CHEMICALS & SUPPLIES FOR ROUTINE AND PROJECT CLEANING**

##### **Chemicals required:**

- Carnauba Wax Lotion
- Degreaser Solution
- Food Grade Mineral Oil
- Glass Cleaner
- Non-ammoniated Floor Stripper
- Phosphoric/Citric Acid Descaler
- Quaternary Cleaner

##### **Supplies required:**

- Clean White Rags
- Eye Protection
- Hand Soap
- Paper Products
- Rubber Gloves
- Scrub Pads
- Sponge Mop
- Sponges
- Stainless Steel Bucket

##### **Equipment required:**

- 40 Gallon Plastic Container
- Mop Bucket
- Mop Heads
- Pump Sprayer
- Rotary Scrubber/Roto Wash Machine Mop Bucket
- Scrub Pad Mounting Handle Floor Squeegee



**B. EQUIPMENT LIST – ZONE 2**

Contractor shall furnish, at a minimum, the following equipment for use in performing the work required by this Contract. All equipment is to be new or optimal working condition at the beginning of the Contract. Equipment marked with an asterisk (\*) shall be replaced with new equipment, at Contractor's expense, at the Contract midpoint and at the start of any subsequent extensions of the Contract, if so directed by the Department. The Contractor may request equal or better substitutes for equipment. Contractor shall request the substitution in writing and will include, the make and model number of the requested substitution and a copy of the manufacturer's catalog cut sheet.

BURNISHERS	14	Nilfisk Advance Advolution Ride on Burnisher
	8	Ultra VS20 UHS Nilfisk Advance Cord Electric Burnisher
	4	Whirlmatic VS 20 Walk Behind Burnisher
	4	335 Tomcat Ride On Burnisher
ESCALATOR CLEANERS	8	Cimex 24" Escalator Cleaner
EXTRACTORS	18	Aquaride AXP Rider Extractor
	8	Aquamax Walk Behind Extractor
	4	Aquaspot Spotter
	3	Chattanooga Plus Steam Cleaner 110V
FLOOR MACHINES	20	Advance Pacesetter 20TS *
PRESSURE CLEANERS	2	Adhancer 28C
	3	Ettore 90007 Window Cleaners
	4	Landa MHPS 3500 Trainer Mounted
	5	Hydrotek SC30008KAF
RESTROOM CLEANERS	10	VJ Kaivac Restroom Cleaners
	10	Numatic North American WV Flood Pumper
FLOOR SCRUBBERS	14	Advenger 2810
	15	Windsor Grout Hog
	16	Tennant 17" Scrubber
	10	Warrior X28C Walk Behind
FLOOR SWEEPERS	10	Advance Terra 4300 B * FOD Boss
TUGS	2	SS5-34 Taylor Dunn Electric Tug
VACUUMS	35	CarpetTwin 16X *
	8	28" Champion Kent Wide Area Vacuum *
	6	Advance BackVacuum XP



**C. CHEMICAL SPECIFICATIONS**

**Note: The following specifications for chemicals are minimums. The County must approve any changes for these specifications.**

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**I. Specification for: Enzyme Spotter and Odor Control**

**General Description:** A concentrated liquid containing specialized strains of live, but safe to use (non-pathogenic) bacteria that will produce enzymes capable of digesting organic matter.

**Performance Requirements:** When used as directed the product will digest and remove organic deposits and stains including urine, feces, vomit, blood milk, wine, coffee from in and around toilet fixtures and urinals (grout lines), drain lines, waste containers, upholstery, carpets and fabric. The product shall be non-staining and have a pleasant, fresh fragrance.

**Use Directions:** For odor control or to remove organic stains: Pre-clean using product at a dilution of 8 - 16 oz. per gallon of water and then use as-is to digest the foul odor. Keep wet and allow to work several hours.

For drain and septic tank maintenance: Initially pour 1 pint to 1 quart when the tank is not being used. Then maintain, using 4 oz, 2 -3 times per week.

**Specifications / Composition:**

**Appearance:** Water-thin liquid with pleasant odor

**pH:** 6 - 8

**Flashpoint:** None in concentrate form.

**VOC Content:** Compliant with all Federal, State and Local Regulations

**DOT Rating:** Non-hazardous

**Bacteria Count:** Not less than 50 billion enzyme bacteria per gallon

**Bacteria Cultures:** Not less than 3 different bacillus bio-strains or bacterial cultures capable of digesting fats, grease, proteins, starch and cellulose. Product must be certified free of salmonella.

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Hazardous Air Pollutants ("HAPs")

\*EPA, SARA Section 313 reportable substances

\*Substances problematic to the sewage or waste treatment process employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

**MSDS:** A completed Material Safety Data Sheet which complies with all OSHA requirements.

**Containers:** Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality Assurance:** Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.

**Secondary Labels:** If requested, producer must supply OSHA compliant secondary labels in English and Spanish for use on containers containing use-diluted product.



**II. Specification for: Enzyme Drain Maintainer/Opener**

**General Description:** A concentrated, ready to use liquid containing specialized strains of live, but safe to use (non-pathogenic) bacteria that will produce enzymes capable of digesting organic matter including grease, fats and other blockages in drains and grease traps.

**Performance Requirements:** When used as directed, product shall remove organic drain clogs quickly, and as maintainer, prevent clogs from occurring and allow free flow. It shall deodorize drain lines as it works.

**Use Directions:** Start with drains on lowest level and work up; when top level is reached, add at top level only. Remove as much water from line as is practical, and treat when water flow is lowest. Use the following guide for daily addition, based on drain condition:

Pipe Size	1"	2"	4"
Blocked	8 oz.	16 oz.	32 oz.
Sluggish	4 oz.	8 oz.	16 oz.
Odors	2 oz.	4 oz.	8 oz.

When drain is clear and flowing, continue "sluggish" addition rate for 3 days, then add every 2-4 weeks to avoid buildup.

**Specifications / Composition:**

Appearance: Water-thin liquid with pleasant odor

pH: 6 - 8

Flashpoint: None in concentrate form.

VOC Content: Compliant with all Federal, State and Local Regulations

DOT Rating: Non-hazardous

Bacteria Count: Not less than 100 billion enzyme bacteria per gallon

Bacteria Cultures: Not less than 7 different bio-strains or bacterial cultures capable of digesting fats, grease, proteins, starch and cellulose. Product must be certified free of salmonella.

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Product shall contain no acids, caustic or chlorine based ingredients.

\*EPA, SARA Section 313 reportable substances

\*Substances problematic to the sewage or waste treatment process employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:****MSDS:**

A completed Material Safety Data Sheet which complies with all OSHA requirements.

**Containers:**

Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality Assurance:**

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging



**III. Specification for: General Purpose Carpet Spotter**

**General Description:** A ready-to-use liquid formulated to remove most common stains from carpets caused by food, beverage, grease, blood, ink and paint. It shall be safe for use on all carpet fibers including 5th generation stain resistant nylon. Normal use of product must not adversely affect carpet, backing or pad.

**Performance Requirements:** When used as directed, product must penetrate, solubilize and remove those common stains listed above when applied to spot within 24 hours, before it has a chance to become set. No other product or treatment should be used before using the General Purpose Carpet Spotter.

**Use Directions:** Vacuum or blot stain to remove loose soil. Spray fluid directly onto spot and allow to work 1 minute. Spray lightly again. Blot dry with clean towel. Do not rub - this will only spread spot. Repeat until spot is removed. For more difficult stains, spray and agitate with clean brush or bone scraper.

**Specifications / Composition:**

**Appearance:** Water-thin liquid with pleasant odor

**pH:** Neutral (pH 6.0 -8.0)

**Flashpoint:** None

**VOC Content:** Compliant with all Federal, State and Local Regulations

**DOT Rating:** Non-hazardous

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Hazardous Air Pollutants ("HAPs")

\*EPA, SARA Section 313 reportable substances

\*Petroleum hydrocarbon or chlorinated solvents

\*Substances problematic to the sewage or waste treatment process employed or specifically restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

**MSDS:** Material Safety Data Sheet compliant with all OSHA requirements.

**Containers:** Product labeling compliant with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality Assurance:** Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.

**Secondary Labels:** If requested, producer must supply OSHA compliant secondary labels in English and Spanish for use on containers containing use-diluted product.



**IV. Specification for: Pretreat and Traffic Lane Cleaner**

**General Description:** A concentrated liquid formulated as a pretreatment before carpet extraction for use in heavy traffic lanes or as an interim maintenance product for high traffic zones.

**Performance Requirements:** When used as directed, the product shall penetrate and loosen ground-in grit, grime, tracked-in soil, food, condiment and beverage spills and greasy, oily soil. It can also be used with a bonnet as an interim maintenance product for area cleaning in high traffic zones. The product will dry quickly and residue free to prevent resoiling. It shall not lighten, loosen or damage the carpet.

**Use Directions:** When used as a pretreatment, dilute according to label directions in a backpack-type tank sprayer. Place WET FLOOR signs to mark work area. Divide the work into manageable segments. Apply liberally to carpet immediately prior to deep extraction. Allow to work a few minutes, then extract. When used as a traffic lane maintenance cleaner, dilute according to label directions in a lined rolling mop bucket. Soak one or more carpet bonnets in the solution. Place WET FLOOR signs to mark work area. Divide the work into manageable segments. Remove bonnet from bucket, wring excess solution and place beneath single-disk floor machine. Clean area with a steady back and forth motion. Turn or replace pad frequently to avoid resoiling.

**Specifications / Composition:**

**Appearance:** Water-thin liquid with pleasant odor

**pH:** Neutral (pH 6.0 -8.0)

**Flashpoint:** None

**VOC Content:** Compliant with all Federal, State and Local Regulations

**DOT Rating:** Non-hazardous

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Petroleum hydrocarbon or chlorinated solvents

\*Substances problematic to the sewage or waste treatment process

employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

**MSDS:** A completed Material Safety Data Sheet which complies with all OSHA requirements.

**Containers:** Product Primary and Secondary labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality Assurance:** Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.

**Secondary Labels:** If requested, producer must supply OSHA compliant secondary labels in English and Spanish for use on containers containing use-diluted product.



**V. Specification for: Carpet Extraction Cleaner**

**General Description:** A highly concentrated liquid formulated for use in carpet extraction equipment for deep cleaning carpets.

**Performance Requirements:** When used as directed, the product will penetrate deep into carpet fibers to remove oily soils, ground-in grit, grime, food, condiment and beverage spills. The product shall be effective in hot or cold water extraction systems and leave minimal residue in order to prevent resoiling. It shall be solvent free, low foaming and safe for use on all carpet fibers including stain resistant nylon.

**Use Directions:** Vacuum to remove loose soil. Dilute according to label directions in extractor tank. In lightly soiled areas, apply, scrub and extract in single pass. In more heavily soiled areas, apply with first pass, and scrub and extract with second pass. (See Pretreat and Traffic Lane Cleaner for combined instructions.)

**Specifications / Composition:**

Appearance: Water-thin liquid with pleasant odor

pH: Neutral (pH 6.0 -8.0)

Flashpoint: None

VOC Content: Compliant with all Federal, State and Local Regulations

DOT Rating: Non-hazardous

Solvent Content: None

Excluded Ingredients:

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Hazardous Air Pollutants ("HAPs")

\*EPA, SARA Section 313 reportable substances

\*Substances problematic to the sewage or waste treatment process

employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

MSDS:

A completed Material Safety Data Sheet which complies with all OSHA requirements.

Containers:

Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

Quality Assurance:

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging



**VI. Specification for: Gum Remover**

**General Description:** A ready to use aerosol formulated to remove chewing gum, candle wax, putty and other gummy substances from carpet , upholstery and other surfaces.

**Performance Requirements:** Product will function by freezing the substance so that it cracks off for easy removal . The product shall leave no staining or chemical residue

**Use Directions:** Apply directly to gummy substance with a short spray. Use extender tube if necessary. Use scraper or knife to carefully pry frozen substance from surface. Repeat if necessary.

**Specifications / Composition:**

Type: Aerosol

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*EPA, SARA Section 313 reportable substances

\*Substances problematic to the sewage or waste treatment process  
employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:****MSDS:**

A completed Material Safety Data Sheet which complies with all OSHA requirements.

**Containers:**

Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality Assurance:**

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging



**VII. Specification for: Metal Cleaner and Polish**

**General Description:** A ready to use aerosol product formulated to clean and polish metal surfaces.

**Performance Requirements:** When used as directed, product shall clean, polish and protect metal surfaces. It shall remove fingerprints, smudges and smears. It will protect the surface and resist resoiling. When applied, it will achieve a sheen without hard rubbing and leave no oily residue.

**Use Directions:** Apply sparingly to a clean, dry wiper. Wipe on to surface, repeating as necessary. Turn cloth frequently to avoid resoiling. Allow to air dry.

**Specifications / Composition:**

Appearance / Type: Aerosol with pleasant odor

pH: N/A

VOC Content: Compliant with all Federal, State and Local Regulations

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\* Must contain no chlorinated solvents

\* Must contain no acids or abrasives

\*Substances problematic to the sewage or waste treatment process  
employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

MSDS:

A completed Material Safety Data Sheet which complies with all OSHA requirements.

Containers:

Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

Quality Assurance:

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging



**VIII. Specification for: Flax Wood Cleaner**

**General Description:** A concentrated liquid formulated to clean and protect fine wood surfaces without drying them out or raising the grain.

**Performance Requirements:** When used as directed, the product shall remove smears, smudges, food, condiment and beverage spills and oily soils from wood surfaces. It shall not have a detrimental effect on the wood such as drying, or raising the grain, even with repeated use. It shall leave a buffable flax sheen on the surface as protection.

**Use Directions:** For light cleaning, dilute 128:1 (1 oz. per gallon)  
For normal soil, dilute 64:1 to 42:1 (2-3 oz. per gallon)  
For heavy soil, dilute 20:1 to 12:1 (6-10 oz. per gallon)  
Dilute with warm water for best results. Apply using a clean, damp wiper. Turn frequently to avoid resoiling. Buff after drying to raise a sheen.

**Specifications / Composition:**

Contains natural flax oils for wood protection.

Appearance: Water-thin liquid with pleasant odor

pH: 9 - 11 in concentrate form

Flashpoint: None in concentrate form.

VOC Content: Compliant with all Federal, State and Local Regulations

DOT Rating: Non-hazardous

Solvent Content: Less than 1%

Excluded Ingredients:

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Hazardous Air Pollutants ("HAPs")

\*EPA, SARA Section 313 reportable substances

\*Substances problematic to the sewage or waste treatment process

employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

MSDS: A completed Material Safety Data Sheet which complies with all OSHA requirements.

Containers: Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

Quality Assurance: Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.

Secondary Labels: If requested, producer must supply OSHA compliant secondary labels in English and Spanish for use on containers containing use-diluted product.



**IX. Specification for: General Purpose Cleaner**

**General Description:** A concentrated liquid formulated to clean floors and other hard surfaces of daily soil build ups such as tracked-in dirt, oil and grime, food, condiment and beverage spills, blood and vomitus. Normal use of the product shall not dull, check, haze or damage floor finish and it shall be low foaming to allow use in an auto scrubber.

**Performance Requirements:** When used as directed, product must penetrate, soften, loosen and emulsify soils mentioned above on hard surfaces for easy removal. It shall not require repeat scrubbing to remove the soils mentioned above and shall not require flood rinsing.

**Use Directions:** Dispense product into rolling mop bucket or scrubber using chemical dispensing station. Place WET FLOOR signs to mark work area. Divide your work into manageable segments. If applying by auto scrubber, use blue or green scrubbing pads, and apply solution to the floor and pick it up in one pass. For heavier soil deposits, apply solution to the floor and scrub, but do not pick up; on second pass, lower squeegee on scrubber, scrub and pick up. No rinse is necessary. If applying by mop (use a clean mop head), apply solution to floor, allow it to work, and pick it up. Wring mop thoroughly, and repeat procedure. Change solution frequently to avoid resoiling floor. Lightly rinse if necessary.

**Specifications / Composition:**

<u>Appearance:</u>	Water-thin liquid with pleasant odor
<u>pH (concentrate):</u>	10.5 to 11.5
<u>Flashpoint (TCC):</u>	None
<u>% Caustic soda (NaOH):</u>	None
<u>% Caustic potash (KOH):</u>	None
<u>% Phosphorous:</u>	None
<u>Stability (40 - 120 F):</u>	OK in closed containers
<u>Freeze/thaw stability:</u>	OK, 3 cycles with thawing and agitation
<u>VOC Content:</u>	Compliant with all Federal, State and Local Regulations
<u>Excluded Ingredients:</u>	

Materials defined by Federal, State or Local Regulatory Agencies to be:

- \*Carcinogenic or Suspect Carcinogens
- \*Hazardous Air Pollutants ("HAPs")
- \*EPA, SARA Section 313 reportable substances
- \*Substances problematic to the sewage or waste treatment process employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

<u>MSDS:</u>	A completed Material Safety Data Sheet which complies with all OSHA requirements.
<u>Containers:</u>	Product labeling must comply with all OSHA and DOT requirements. Primary and Secondary labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.
<u>Quality Assurance:</u>	Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.
<u>Secondary Labels:</u>	If requested, producer must supply OSHA compliant secondary labels in English and Spanish for use on containers containing use-diluted product.



**X. Specification for: Spray and Wipe Cleaner**

**General Description:** A ready to use liquid formulated to remove fingerprints, smudges, food, condiment and beverage spills, ball-point ink, smoking residues and oily smears from tabletops, walls, kiosks, phone booths, railings, doorways, plastic chairs and other non-glass surfaces.

**Performance Requirements:** When used as directed, product must quickly penetrate, emulsify and loosen soils mentioned above for easy removal with a clean wiper or sponge. It shall not damage the surface during cleaning, nor leave sticky residue after cleaning.

**Use Directions:** Dispense product into proper spray bottle using chemical dispensing station. Apply to surface to be cleaned in wet mist. Allow some time to work, then thoroughly wipe with clean damp cloth. Turn cloth frequently to avoid resoiling. Avoid over spraying.

**Specifications / Composition:**

**Appearance:** Water-thin liquid with pleasant odor

**pH:** Less than 10.0 at use dilution. Less than 11.5 in concentrate form.

**Flashpoint:** None in concentrate form.

**VOC Content:** Compliant with all Federal, State and Local Regulations

**DOT Rating:** Non-hazardous

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Hazardous Air Pollutants ("HAPs")

\*Petroleum hydrocarbon or chlorinated solvents

\*EPA, SARA Section 313 reportable substances

\*Substances problematic to the sewage or waste treatment process

employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:****MSDS:**

A completed Material Safety Data Sheet which complies with all OSHA requirements.

**Containers:**

Product labeling must comply with all OSHA and DOT requirements. Primary and Secondary labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality Assurance:**

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.

**Secondary Labels:**

If requested, producer must supply OSHA compliant secondary labels in English and Spanish for use on containers containing use-diluted product.



**XI. Specification for: Floor Finish**

**General Description:** A metal-crosslinked, polymer based floor finish exhibiting long wearing properties under severe foot traffic conditions. A milky liquid composed of complexed acrylic polymers, synthetic resins and waxes developed to give excellent gloss retention, scuff and black mark resistance.

**Performance Requirements:** The finish shall be suitable for use on and not harmful to asphalt, vinyl, vinyl composition, vinyl asbestos, rubber, sealed or painted wood, and terrazzo when used as directed. It shall be a homogeneous, easy-flowing liquid that, when applied to the afore-mentioned floor surfaces, shall flow out evenly without streaking, and dry to a glossy, uniform film. The finish shall adhere to the afore-mentioned surfaces, when properly prepared, and form a tough, durable continuous film which will not powder under normal conditions. It shall be water, detergent and oil resistant. The finish shall possess the capability of being readily removed, when desired, by a floor finish remover designed to remove metal-crosslinked finishes.

**Use Directions:** Strip to completely remove old coatings. Remove all cleaner and soil residue with a thorough rinse. Complete stripping and rinsing, especially of buildups along edges and in corners, ensure the best possible appearance and durability of the finish. In most cases, a sealer is not necessary. A water emulsion sealer is recommended on extremely porous floors. A sealer designed for use on terrazzo is recommended before applying floor finish on that surface. If a sealer is used, two coats are recommended on a completely stripped floor.

Do not buff a bare dry floor before coating. If tile is vinyl asbestos, asbestos may be released into the air. The floor must be thoroughly dry before applying a sealer or finish. Line bucket with liner and pour in finish. Pour in only what you plan to use. Use clean blended rayon mop. Dip into finish and press out excess, do not use wringer. Outline area to be finished, then fill in using figure eight motion. Stay 6" away from edges. Allow 45 minutes between coats. Last coat should cover edges.

**Specifications / Composition:**

<u>Appearance:</u>	Opaque liquid
<u>Odor:</u>	Characteristic
<u>pH (concentrate):</u>	8.0 to 9.0
<u>Non-volatile (ASTM#D2834-84):</u>	16.0 to 25.0%
<u>Flashpoint (TCC):</u>	None
<u>Drying time ( 75 F. 50%R.H.):</u>	20 to 30 minutes
<u>Slip resistance (ASTM #D2047-82):</u>	Exceeds Underwriters Laboratories requirements for slip resistance.
<u>Stability (40 to 120 F):</u>	OK in closed containers
<u>Freeze/thaw stability:</u>	Protect from freezing
<u>VOC Content:</u>	Compliant with all Federal, State and Local Regulations
<u>Coverage:</u>	1st coat: 1500 - 2000 sq. ft./gal. 2nd coat: 1800 - 2500 sq. ft./gal.

**Additional Requirements:**

<u>MSDS:</u>	Material Safety Data Sheet compliant with all OSHA requirements.
<u>Containers:</u>	Product labeling compliant with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.
<u>Quality/Assurance:</u>	Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.



**XII. Specification for: Floor Sealer**

**General Description:** A polymer based floor sealer/undercoater designed to be used in combination with a metal-crosslinked, polymer based floor finish. A milky liquid composed of acrylic polymers and plasticizers developed to provide a tough, detergent resistant initial foundation coating on asphalt, vinyl, vinyl composition, vinyl asbestos and terrazzo floors.

**Performance Requirements:** The sealer shall be suitable for use on and not harmful to asphalt, vinyl, vinyl composition, vinyl asbestos and terrazzo when used as directed. It shall be an easy-flowing liquid that, when applied to the afore-mentioned floor surfaces, shall flow out evenly without streaking, and dry to a tough, uniform film. The sealer shall adhere to the afore-mentioned surfaces, when properly prepared, and form a tough, durable continuous film which will not powder under normal conditions. It shall be water, detergent and oil resistant.

**Use Directions:** Strip to completely remove old coatings. Remove all cleaner and soil residue with a thorough rinse. Complete stripping and rinsing, especially of buildups along edges and in corners, ensure the best possible appearance and durability of the sealer. In most cases, a sealer is not necessary, but it is recommended on extremely porous floors. A sealer designed for use on terrazzo is recommended before applying floor finish on that surface. If a sealer is used, two coats are recommended on a completely stripped floor. Do not use the sealer as a finish, it will scuff and mark. Do not apply sealer each time you scrub and recoat, unless the floor is stripped bare every time. A heavy sealer buildup or sealing over finish may cause a cracking, unsightly appearance which will be difficult to remove.

Do not buff a bare dry floor before coating. If tile is vinyl asbestos, asbestos may be released into the air. The floor must be thoroughly dry before applying the sealer. Line bucket with liner and pour in sealer. Pour in only what you plan to use. Use clean blended rayon mop. Dip into sealer and press out excess, do not use wringer. Outline area to be sealed, then fill in using figure eight motion. Stay 6" away from edges. Allow 30 minutes between coats. Second coat should cover edges.

**Specifications / Composition:**

<u>Appearance:</u>	Opaque liquid
<u>Odor:</u>	Characteristic
<u>pH (concentrate):</u>	8.5 to 9.5
<u>Non-volatile (ASTM #D2834-84):</u>	16.0 to 20.0%
<u>Flashpoint (TCC):</u>	None
<u>Drying time ( 75 F. 50% R.H.):</u>	20 to 30 minutes
<u>Slip resistance (ASTM #D2047-82):</u>	Exceeds Underwriters Laboratories requirements for slip resistance
<u>Stability (40 to 120 F):</u>	OK in closed containers
<u>Freeze/thaw stability:</u>	Protect from freezing
<u>VOC Content:</u>	Compliant with all Federal, State and Local Regulations
<u>Coverage:</u>	1st coat: 1500 - 2000 sq. ft./gal. 2nd coat: 1800 - 2500 sq. ft./gal.

**Additional Requirements:**

<u>MSDS:</u>	Material Safety Data Sheet compliant with all OSHA requirements.
<u>Containers:</u>	Product labeling compliant with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality/Assurance:** Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots of batches must be traceable via clearly marked coding system on product packaging.



**XIII. Specification for: Floor Finish Maintainer**

**General Description:** A concentrated, water-based cleaner and maintainer formulated to be used in conjunction with high speed buffing equipment to maintain finished floors at peak appearance even under heavy traffic.

**Performance Requirements:** The floor finish maintainer shall be suitable for use on floors which have an existing base of floor finish. It shall be formulated to be diluted at the rate of two ounces per gallon of water in a bucket or in an automatic scrubber and applied to the floor by damp mopping or light scrubbing mode. If unbuffed, the maintainer will act as a neutral cleaner and not haze or dull the floor. When buffed with a high speed buffer and pad, however, the floor will be restored to a bright, slip resistant shine without buildup or powdering.

**Directions for use:** Remove gross soils (labels, gum) with a scraper. Dust mop the floor daily.

**Automatic Scrubber Use:** Dilute 2 ounces of Maintainer per gallon of water. Scrub floor area and pickup. Allow floor to dry. Burnish with high speed buffing machine with appropriate buffing pad. Dust mop the floor.

**Mop and Bucket Use:** Dilute 2 ounces of Maintainer per gallon of water. Damp mop floor and allow to dry. Burnish with high speed buffing machine with appropriate buffing pad. Dust mop the floor.

**Specifications / Composition:**

<u>Appearance:</u>	Clear liquid
<u>pH (concentrate):</u>	9.0 to 10.0
<u>Flashpoint (TCC):</u>	Greater than 150 F.
<u>% Caustic soda (NaOH):</u>	None
<u>% Caustic potash (KOH):</u>	None
<u>% Phosphorous:</u>	None
<u>Stability (40 - 120 F):</u>	OK in closed containers
<u>Freeze/thaw stability:</u>	OK, 3 cycles with thawing and agitation
<u>VOC Content:</u>	Compliant with all Federal, State and Local Regulations

**Additional Requirements:**

<u>MSDS:</u>	Material Safety Data Sheet compliant with all OSHA requirements.
<u>Containers:</u>	Product labeling compliant with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) rating as well as complete use instructions in English and Spanish.
<u>Quality/Assurance:</u>	Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots of batches must be traceable via clearly marked coding system on product packaging.



**XIV. Specification for: Floor Finish Stripper**

**General Description:** A concentrated, water-based stripper for water emulsion floor finishes designed to re-emulsify metal-crosslinked and other polymers without vigorous mechanical agitation or rinsing.

**Performance Requirements:** The stripper shall be suitable for use on and not harmful to vinyl, vinyl composition, vinyl asbestos or terrazzo when used as directed. It shall contain no harmful alkali or caustic. The stripper shall be formulated in such a way as to penetrate and remove multiple coats of metal-crosslinked floor finishes, even after frequent burnishing, with moderate scrubbing.

**Use Directions:** Remove gross soils (labels, gum) with a plastic scraper. Dust mop floor. Divide floor into workable areas to prevent stripper solution from drying. Place wet floor caution signs near work areas. Dilute stripper at recommended dilution in a bucket or automatic scrubber with warm water to enhance stripping action. Apply solution liberally to surface with a mop or auto scrubber. Allow 5 to 10 minutes for the stripper to work. Keep floor wet. Stripping solution that dries is very, very difficult to remove.

Scrub thoroughly with a stripping pad on automatic scrubber or single disk floor machine to remove all old coatings and pick up solution with automatic or wet vac. For very heavy build up, be prepared to reapply stripper to remove all old coatings. Check edges and baseboards for buildup. Remove with edge tool or pad center. Unstripped edges and "low spots" will darken and become unsightly and are more difficult to remove next time. Use of a tool designed for edge work is easier on the back and arms. Be sure to pick up as much solution as possible.

Damp mop lightly with cool clean water to remove all residues. Even when using a "no rinse" stripper, unsightly residues can result from skips during the solution pick up process. Use of a conventional stripper requires a flood rinse and/or a neutralizer to assure that the floor is prepared properly for coating. Allow the floor to dry thoroughly before applying sealer or floor finish. Do not buff a dry floor before coating. If the tile is vinyl asbestos, you may release asbestos into the air.

**Specifications / Composition:**

<u>Appearance:</u>	Clear liquid
<u>pH (concentrate):</u>	12.0 to 13.2
<u>Flashpoint (TCC):</u>	Greater than 150 F.
<u>% Caustic soda (NaOH):</u>	None
<u>% Caustic potash (KOH):</u>	None
<u>% Phosphorous:</u>	None
<u>Stability (40 - 120 F.):</u>	OK in closed containers
<u>Freeze/thaw stability:</u>	OK, 3 cycles with thawing and agitation
<u>VOC Content:</u>	Compliant with all Federal, State and Local Regulations

**Additional Requirements:**

<u>MSDS:</u>	Material Safety Data Sheet compliant with all OSHA requirements.
<u>Containers:</u>	Product labeling compliant with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.
<u>Quality/Assurance:</u>	Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots of batches must be traceable via clearly marked coding system on product packaging.



**XV. Specification for: Glass Cleaner**

**General Description:** A ready to use film-free liquid formulated to remove fingerprints, oily smears, smudges, food, condiment and beverage spills, smoking residues and tape adhesive from glass and plastic surfaces.

**Performance Requirements:** When used as directed, the product must quickly penetrate and remove the soils mentioned above for easy removal with a clean wiper or squeegee without leaving a hazy film.

**Use Directions:** Dispense product into proper spray bottle using chemical dispensing station. Apply to surface to be cleaned in wet mist. Allow some time to work, then squeegee and/or wipe thoroughly with clean damp cloth. Turn cloth frequently to avoid resoiling. Avoid over spraying

**Specifications / Composition:**

<u>Appearance:</u>	Water-thin liquid
<u>Odor:</u>	Characteristic solvent
<u>pH (concentrate):</u>	11.0 to 12.0
<u>Flashpoint (TCC):</u>	Greater than 85 F.
<u>% Caustic soda (NaOH):</u>	None
<u>% Caustic potash (KOH):</u>	None
<u>% Phosphorous:</u>	None
<u>Stability (40 - 120 F.):</u>	OK in closed containers
<u>Freeze/thaw stability:</u>	OK, 3 cycles with thawing and agitation
<u>VOC Content:</u>	Compliant with all Federal, State and Local Regulations
<u>Excluded Ingredients:</u>	

Materials defined by Federal, State or Local Regulatory Agencies to be:

- \*Carcinogenic or Suspect Carcinogens
- \*Hazardous Air Pollutants ("HAPs")
- \*EPA, SARA Section 313 reportable substances
- \*Substances problematic to the sewage or waste treatment process employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

<u>MSDS:</u>	A completed Material Safety Data Sheet which complies with all OSHA requirements.
<u>Containers:</u>	Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.
<u>Quality Assurance:</u>	Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging
<u>Secondary Labels:</u>	If requested, producer must supply OSHA compliant secondary labels in English and Spanish for use on containers containing use-diluted product.



**XVI. Specification for: Bowl Cleaner**

**General Description:** A ready to use liquid formulated to clean and disinfect porcelain, toilet bowls and urinals.

**Performance Requirements:** When used as directed, the product shall solubilize and remove soil, calcium and other hard water salts and rust from toilet bowl interiors. The product shall also clean and disinfect hard surfaces, killing the following microorganisms:

Staphylococcus aureus  
Salmonella choleraesuis  
Pseudomonas aeruginosa  
HIV-1 (associated with AIDS)

The product shall contain detergents to clean soiled hard surfaces and shall not be classified as only a disinfectant. Product shall be an effective disinfectant in the presence of organic soil ( 5% blood serum).

**Use Directions:** Back flush commode with bowl mop or brush. Apply a small amount of bowl cleaner to bowl mop, brush or sponge. (If cleaning is done infrequently, apply some product directly to bowl, especially under rim.) Allow to work a few minutes. Scrub bowl thoroughly with bowl mop, brush or sponge. Flush toilet when done.

**Specifications / Composition:**

**Acid Content / Type:** Product shall contain a minimum of 9% Hydrochloric acid.

**Appearance:** Water-thin liquid with pleasant odor

**Type Germicides:** Quaternary and Hydrogen Chloride

**pH:** Less than 1.5

**Flashpoint:** None

**VOC Content:** Compliant with all Federal, State and Local Regulations

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Substances problematic to the sewage or waste treatment process

employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

**MSDS:**

A completed Material Safety Data Sheet which complies with all OSHA requirements.

**Containers:**

Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality Assurance:**

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.



**XVII. Specification for: Antibacterial Hand Cleaner**

**General Description:** A ready to use hand cleaning liquid formulated to clean and reduce bacteria on hands.

**Performance Requirements:** When used as directed, product shall clean hands thoroughly and reduce bacteria with a single use. It shall not cause over drying or irritation, even with repeated use. The product shall rinse easily and have a pleasant fragrance.

**Use Directions:** Wet hands with warm water. Dispense a small amount of hand cleaner on hands and scrub thoroughly. Rinse. Dry hands.

**Specifications / Composition:**

<u>Active Antiseptic:</u>	PCMX or Triclosan
<u>Odor / Appearance:</u>	Viscous liquid with pleasant odor
<u>pH (concentrate):</u>	8.0 to 9.0
<u>Flashpoint (TCC):</u>	None
<u>% Caustic soda (NaOH):</u>	None
<u>% Caustic potash (KOH):</u>	None
<u>% Phosphorous:</u>	None
<u>Stability (40 - 120 F):</u>	OK in closed containers
<u>Freeze/thaw stability:</u>	OK, 3 cycles with thawing and agitation
<u>Excluded Ingredients:</u>	

Materials defined by Federal, State or Local Regulatory Agencies to be:

- \*Carcinogenic or Suspect Carcinogens
- \*Hazardous Air Pollutants ("HAPs")
- \*EPA, SARA Section 313 reportable substances
- \*Substances problematic to the sewage or waste treatment process employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

<u>MSDS:</u>	A completed Material Safety Data Sheet which complies with all OSHA requirements.
<u>Containers:</u>	Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.
<u>Quality Assurance:</u>	Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging



**XVIII. Specification for: Wall Cabinet Odor Control**

**General Description:** A wall-mounted cabinet containing odor control products for the elimination of malodors, especially in restrooms.

**Performance Requirements:** Odor control must be effective in eliminating recurring odors from waste, feces, urine and vomit. For extreme cases, unit must have space to allow for additional odor control to be added. Product must have hardware to enable wall mounting, contain a fan to dispense odor control, contain micro circuitry to shut fan off when restroom is not in use and have an "alert" feature for low battery. Unit must contain sufficient odor control for a minimum 30 day period.

**Use Directions:** Place cabinet at least 6' above floor on wall where air flow is good. Install one cabinet for each 100 square feet in restroom. Monitor cabinet(s) on monthly basis for replacement of odor control and batteries as needed. Add more odor control if required in extreme cases.

**Specifications / Composition:**

Cabinet: Made of chemical resistant ABS plastic.

VOC Content: Compliant with all Federal, State and Local Regulations

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Substances problematic to the sewage or waste treatment process employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:****MSDS:**

A completed Material Safety Data Sheet which complies with all OSHA requirements.

**Containers:**

Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality Assurance:**

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging



**XIX. Specification for: Concentrated 2 Ounces (Oz.) Disinfectant**

**General Description:** A concentrated liquid formulated to clean and disinfect hard surfaces.

**Performance Requirements:** When used as directed, the product shall clean and disinfect hard surfaces, killing the following microorganisms:

HBV (Hepatitis B Virus)  
Herpes Simplex ( type 1 and 2)  
Influenza A2-Asian  
Staphylococcus aureus  
Salmonella choleraesuis  
Pseudomonas aeruginosa  
Pseudorabies virus  
Poliovirus type 1  
HIV-1 (associated with AIDS)  
Trichophyton mentagrophytes (Athlete's Foot Fungus)  
Vaccinia virus  
(and a broad range of other microorganisms not listed here)

The product shall contain detergents to clean soiled hard surfaces and shall not be classified as only a disinfectant. Product shall be an effective disinfectant in the presence of organic soil ( 5% blood serum).

**Use Directions:** Dispense product into rolling mop bucket using chemical dispensing station. Place WET FLOOR signs to mark work area. Use a clean mop designated for disinfectant cleaner only. Apply to floor liberally. Allow to work 10 minutes to assure full germicidal activity. Pick up with mop. Change solution frequently to assure full cleaning and germicidal potency.

**Specifications / Composition:**

Appearance: Liquid with pleasant odor

Type Germicides: Quaternary

pH: 12.5 (+/- 1.0) in concentrate form

Flashpoint: None

VOC Content: Compliant with all Federal, State and Local Regulations

DOT Rating: Non-hazardous

Excluded Ingredients:

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*EPA, SARA Section 313 reportable substances

\*Substances problematic to the sewage or waste treatment process

employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

MSDS:

A completed Material Safety Data Sheet which complies with all OSHA requirements.

Containers:

Product labeling must comply with all OSHA, EPA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

Quality Assurance:

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.

Secondary Labels:

If requested, producer must supply OSHA compliant secondary labels in English and Spanish for use on containers containing use-diluted product.



**XX. Specification for: General Purpose Deodorant**

**General Description:** A highly concentrated, dilutable, multi-purpose, broad-spectrum odor counteractant in water soluble form.

**Performance Requirements:** Product must be non-staining and counteract malodors from sickness, human incontinence, animals, pet accidents, sewage, garbage, mildew, cooking fire, smoke, cigars, cigarettes, liquor, fats, oils, etc.

**Use Directions:** Squirt a few drops of concentrated liquid on the bottom of chair seats, in waste baskets and garbage cans, sinks and drains. Squirt directly on source of odor to make clean-up more pleasant. For rug shampoos and cleaning solutions: Add one squirt per gallon of mixed solution. Use also in water for rinsing mops and cleaning cloths. Dilute with water at 2-10 ounces per gallon and use as a space spray.

**Specifications / Composition:**

Appearance: Water-thin liquid with pleasant odor

pH: 6 - 10 in concentrate form

VOC Content: Compliant with all Federal, State and Local Regulations

Solubility: Complete in water

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*EPA, SARA Section 313 reportable substances

\*Substances problematic to the sewage or waste treatment process

employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:****MSDS:**

A completed Material Safety Data Sheet which complies with all OSHA requirements.

**Containers:**

Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality Assurance:**

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.

**Secondary Labels:**

If requested, producer must supply OSHA compliant secondary labels in English and Spanish for use on containers containing use-diluted product.



**XXI. Specification for: Germicidal Spray and Wipe**

**General Description:** A ready to use liquid formulated to clean and disinfect hard surfaces.

**Performance Requirements:** When used as directed, the product shall clean and disinfect hard surfaces, killing the following microorganisms:

Mycobacterium tuberculosis ("TB")  
Staphylococcus aureus  
Salmonella choleraesuis  
Pseudomonas aeruginosa  
HIV-1 (associated with AIDS)  
Trichophyton mentagrophytes (Athlete's Foot Fungus)

The product shall contain detergents to clean soiled hard surfaces and shall not be classified as only a disinfectant. It shall leave no filmy residue after wiping. Product shall be an effective disinfectant in the presence of organic soil ( 5% blood serum).

**Use Directions:** The product shall be supplied only in ready to use form. Apply product liberally to walls, sinks, partitions, doors, commodes and changing tables. Allow to work 10 minutes to assure full germicidal activity. Wipe with a clean damp cloth.

**Specifications / Composition:**

**Appearance:** Water-thin liquid with pleasant odor

**Type Germicides:** Quaternary

**pH:** 12.5 (+/- 1.0)

**Flashpoint:** None

**VOC Content:** Compliant with all Federal, State and Local Regulations

**DOT Rating:** Non-hazardous

**Excluded Ingredients:**

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Substances problematic to the sewage or waste treatment process

employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

**MSDS:**

A completed Material Safety Data Sheet which complies with all OSHA requirements.

**Containers:**

Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

**Quality Assurance:**

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging.

**Secondary Labels:**

If requested, producer must supply OSHA compliant secondary labels in English and Spanish for use on containers containing use-diluted product.



**XXII. Specification for: Antibacterial Extractor**

**General Description:** A concentrated liquid formulated to extract soil from carpets while killing odor causing (putrefactive) bacteria.

**Performance Requirements:** When used as directed, product shall thoroughly clean carpets of tracked-in grit and grime, food, beverage and condiment spills and oily soils and kill putrefactive bacteria. Such claims must be made on the product label and be confirmed by an EPA registration number. It shall be effective either through an extractor for deep cleaning or with a bonnet for interim maintenance. It shall not require the use of hot water to be effective. The product shall not leave a residue after cleaning that would cause resoiling and shall be low foaming.

**Use Directions:** Place WET FLOOR signs to mark the work area. For deep cleaning extraction, dilute product 64:1 (2 oz. per gallon) in extractor tank. For bonnet maintenance cleaning, dilute 8:1 (16 oz. per gallon). Do not use this product on stain resistant nylon carpets.

**Specifications / Composition:**

Appearance: Liquid with pleasant odor

Type Germicides: Quaternary

pH: 12.5 (+/- 1.0) in concentrate form

Flashpoint: None

VOC Content: Compliant with all Federal, State and Local Regulations

DOT Rating: Non-hazardous

Excluded Ingredients:

Materials defined by Federal, State or Local Regulatory Agencies to be:

\*Carcinogenic or Suspect Carcinogens

\*Hazardous Air Pollutants ("HAPs")

\*EPA, SARA Section 313 reportable substances

\*Substances problematic to the sewage or waste treatment process

employed or restricted by agencies regulating waste discharges from the facility.

**Additional Requirements:**

MSDS:

A completed Material Safety Data Sheet which complies with all OSHA requirements.

Containers:

Product labeling must comply with all OSHA and DOT requirements. Labels must also include the Hazardous Material Identification System (HMIS) ratings as well as complete use instructions in English and Spanish.

Quality Assurance:

Producer must have documented evidence of inspection and testing of product to ensure compliance to specification. Production lots or batches must be traceable via a clearly marked coding system on product packaging



**XXIII. Specification for: Green Seal Compliance**

**General Description:** Green Seal pursues standard development to clearly define sustainability leadership for products, cleaning services, hotels, and restaurants. The standard development process is based on International Organization for Standardization (ISO) standards for environmental labeling programs - ISO14020 and 14024 - international standards for Environmental Labels and Declaration. Each Green Seal standard has been developed according to a life-cycle-based approach and an open, transparent stakeholder process.

**Performance Requirements:** Contractor shall make every effort to comply with the following Green Seal Standards:

- GS-01 Sanitary Paper Products
- GS-37 Cleaning Products for Industrial and Institutional Use
- GS-40 Floor-Care Products for Industrial and Institutional Use
- GS-41 Hand Cleaners for Industrial and Institutional
- GS-42 Commercial and Institutional Cleaning Services
- GS-53 Specialty Cleaning Products for Industrial and Institutional

**For additional information please go to the Green Seal website at:**

<http://www.greenseal.org/GreenBusiness/Standards.aspx>



**Exhibit C****Price Proposal Schedule**

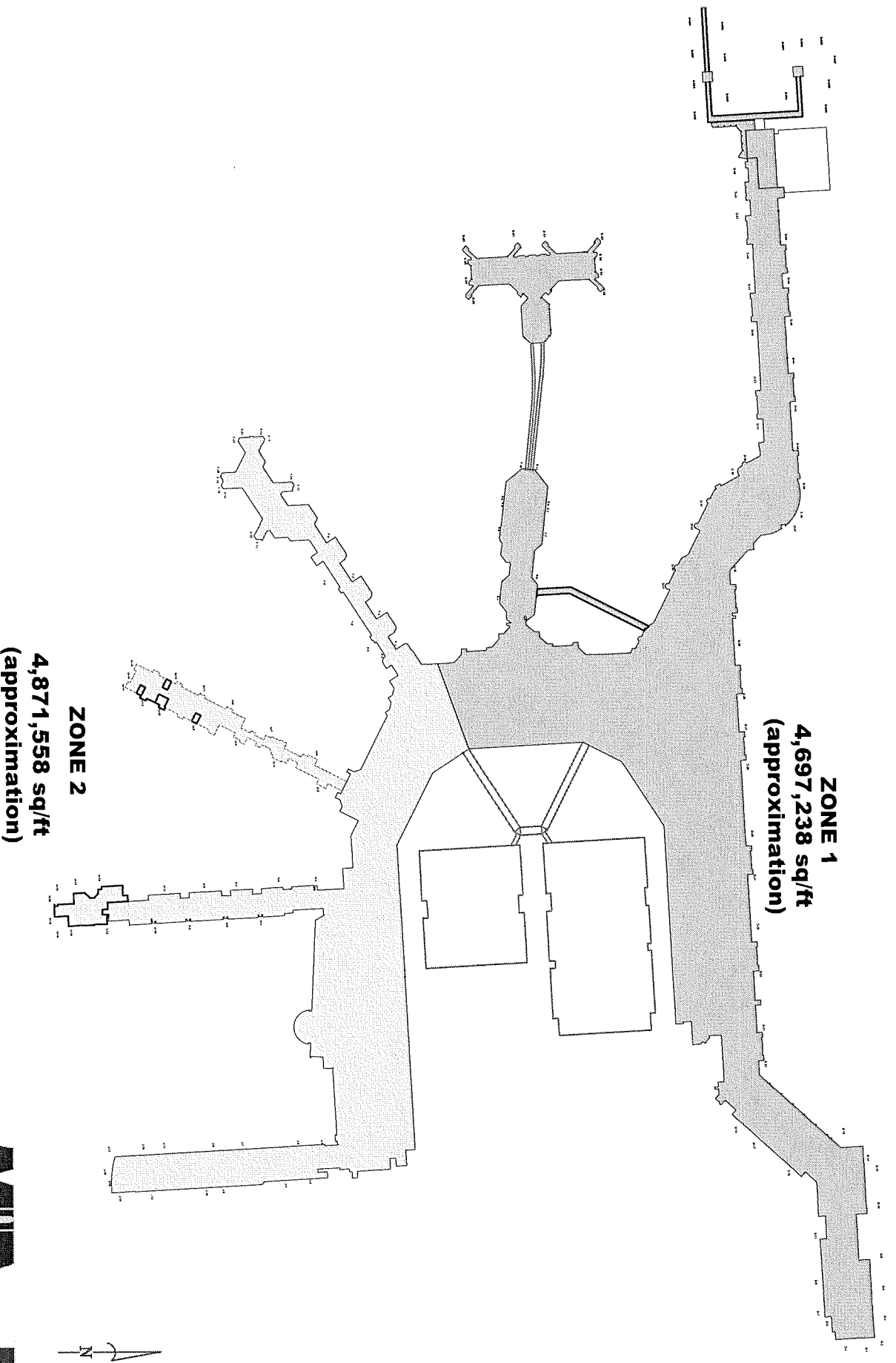
DESCRIPTION	UNIT OF MEASURE	UNIT PRICE
YEAR 1	YEARS	DOLLARS
Fee per 4,816,058 square/feet - Common Areas	1	\$ \$8,457,987.03
Fee per 55,500 square/feet - Restrooms	1	\$ \$5,839,754.10
Year 1 - Total Fees for Janitorial Services at MIA, Terminals (F, G, H & J) - Zone 2		\$ \$14,297,741.13
YEAR 2	YEARS	DOLLARS
Fee per 4,816,058 square/feet - Common Areas	1	\$ \$8,669,436.71
Fee per 55,500 square/feet - Restrooms	1	\$ \$5,985,747.95
Year 2 - Total Fees for Janitorial Services at MIA, Terminals (F, G, H & J) - Zone 2		\$ \$14,655,184.66
YEAR 3	YEARS	DOLLARS
Fee per 4,816,058 square/feet - Common Areas	1	\$ \$8,886,172.62
Fee per 55,500 square/feet - Restrooms	1	\$ \$6,135,391.65
Year 3 - Total Fees for Janitorial Services at MIA, Terminals (F, G, H & J) - Zone 2		\$ \$15,021,564.27
YEAR 4	YEARS	DOLLARS
Fee per 4,816,058 square/feet - Common Areas	1	\$ \$9,108,326.94
Fee per 55,500 square/feet - Restrooms	1	\$ \$6,288,776.44
Year 4 - Total Fees for Janitorial Services at MIA, Terminals (F, G, H & J) - Zone 2		\$ \$15,397,103.38
<b>TOTAL FEES FOR FOUR (4) YEAR TERM FOR JANITORIAL SERVICES AT MIA, TERMINALS (F, G, H &amp; J) - ZONE 2</b>		<b>\$ \$59,371,593.44</b>



**Exhibit D**  
**Terminal Zone Maps**



**RESTATED**





**Exhibit E**

**MDAD Janitorial Quality Control Review Form**



## MDAD Janitorial Quality Control Review Form

<b>Contractor:</b>		
<b>Zone/Concourse/Building:</b>		
<b>Floor/Location:</b>		
<b>Employee Performing Audit:</b>		
<b>Audit Date:</b>		
<p>The result of the audit hereto will result in the financial penalties assessed in Liquidated Damages, Article 9.05 of the Agreement.</p>		
Task/Area	Pass	Fail
All trash and recycling containers are clean		
All furniture, fixtures, walls, partitions and doors, etc. are clean		
All trash and recycling containers are emptied		
All paper and soap products are stocked appropriately		
All restrooms, lockers, and shower fixtures are clean and disinfected		
All stalls, toilets and urinals are clean and disinfected		
All exposed surfaces of escalator treads, risers and landings are clean		
All garage strainers and drains clean and free of debris		
All parking and security equipment cleaned		
All ashtrays and urns are clean		
All spills of toner, inks, paper clips, staples are removed		
All non-carpeted floors are swept or dust mopped		
All horizontal furniture surfaces are dusted		
All upholstered chairs are clean, vacuumed, and brushed		
All gum removed on or around desks, chairs, finishes and floors		
All building and furniture surfaces are dusted		
All light fixtures lenses, air diffusers, and grilles are clean		
All vertical surfaces are clean and dusted		
All non-carpeted floors have an acceptable shine/luster		
All carpet stains previously noted are removed within one week or reported as unremovable		
All Isles are free from debris		
All carpets are completely vacuumed		
All common surfaces, public phones, etc. are clean and disinfected		
All building finishes properly cleaned and/or polished where required		
All windows, storefront doors, mirrors and glass partitions clean		



## MDAD Janitorial Quality Control Review Form

Task/Area	Pass	Fail
All entry mats are clean and dry		
All drinking fountains clean		
All empty boxes are removed		
All track doors are clean and free of debris		
All metal surfaces polished		
All gum or gum stains removed		
All graffiti previously noted by building management is removed		
All exterior areas free from hazardous body fluids		
All walkways and elevator landings clean and free of debris		
All stairwells are clean and free of debris		
All exercise mats are clean and disinfected		
All paper on floor removed		
All handrails and door hardware clean and free from dust		
All building surfaces are cleaned up to a height of 72"		
All surface parking areas/lots are free from grease and oil stains		
All areas around kitchen appliances and vending machines are clean		
All cabinets and book shelves are clean inside		
All areas around trash compactors and loading docks policed and no odors or pests.		
All debris removed from pools or fountains		
All PH level in pools and fountains are within acceptable limits		
All equipment and supplies are stored properly		
All air vents clean		
All spills are removed		
Other:		
Comments/Findings:		
<b>FINAL AUDIT DETERMINATION (Pass/Fail):</b>		
<b>County Project</b>		
<b>Manager: Date:</b>		



**Exhibit F**  
**Contractor's Proposal**





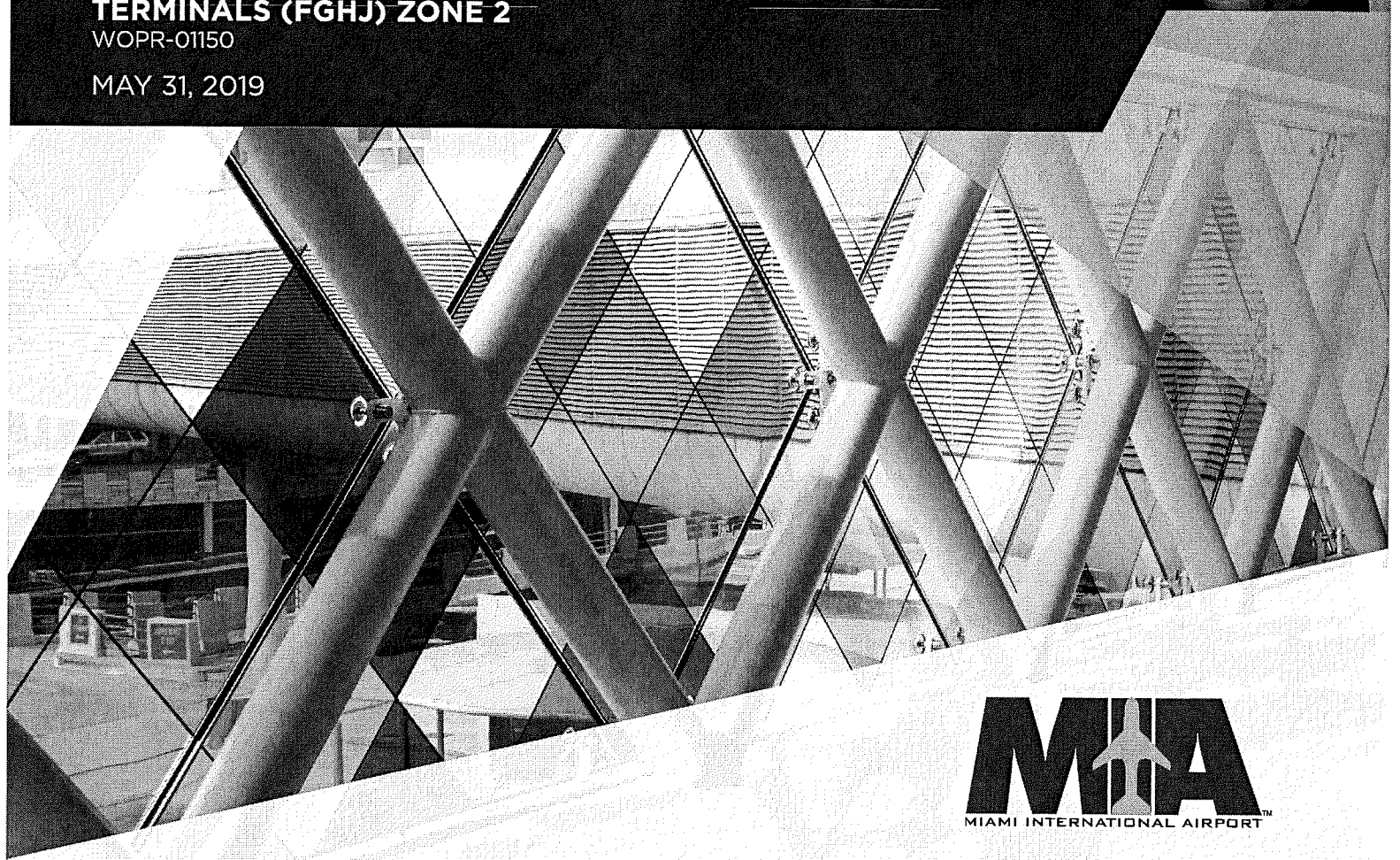
**JANITORIAL SERVICES FOR**

# **MIAMI INTERNATIONAL AIRPORT**

**TERMINALS (FGHJ) ZONE 2**

WOPR-01150

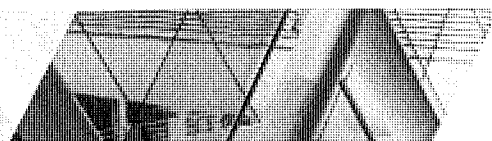
MAY 31, 2019





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# EXECUTIVE SUMMARY

C&W Services is honored to participate in the bid process for janitorial services at MIA. As the janitorial service provider at the main terminal since 2001, we believe our knowledge, experience and expertise qualifies us to continue providing service for the next four years.

C&W Services' qualifications, experience and past performance along with a strong and experienced management team, guarantees a successful and smooth transition into a new contract term that includes significant changes in scope.

Our solution is based on our extensive knowledge of the fast-changing pace at MIA. The airport is a large and complex facility that served over 45 million passengers in 2018 and is expected to continue to grow.

## Our Solution

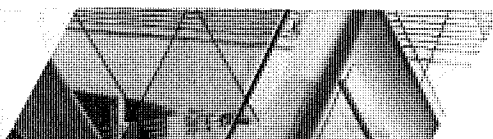
To build our solution, we took a fresh look at the new scope of work, developing a proposal based on best practices in the aviation and facilities management industries. The local C&W Services team along with corporate subject matter experts, analyzed each component of the scope of work and current service production rates at MIA. We compared these rates to proven industry standards as well as internal benchmarks at other airport facilities with similar scope and similar passenger traffic.

Recognizing that not all airports operate in the same manner or have the same passenger volume, the team conducted multiple studies to determine passenger patterns at MIA based on concourse, gate, and travel times. Specific areas of focus included restroom cleaning, common areas cleaning and project cleaning.

The review included:

- **Productivity Study** - Our Innovation, Solutions and Change team conducted a Day in the Life Of (DILO) study, working side-by-side with staff in all three shifts. They analyzed the tasks and assignments of each job classification and developed a plan to maximize productivity, inclusive of tools, equipment, work sections design, and time studies which was used to validate our solution, staffing and work plan
- **Equipment Plan** - Development of a high productivity equipment plan based on our clear understanding of the facility's needs based on type of flooring, surfaces, and condition assessment of key areas of the terminals
- **Work Plan** - Development of a detailed approach to providing services (management organization, staffing plan, tools, equipment and supplies)
- **Training Program** - Development of a scope of work specific training program to ensure a seamless transition to a new service structure and technical specifications

Our analysis allowed us to identify traffic patterns which were key in the development of an optimal staffing plan and an efficient restroom cleaning program.





## Management Team

MIA is one of the largest airports in the United States. Our current team has a combined 85 years serving here. We are confident that no other company has candidates as qualified as our Miami-based management team.



## SBE Partnership

We will continue to partner with Globe Facilities Management who has served as our SBE partner since 2014. We are also proposing a partnership with ClearView Building Services to perform window washing services in Zone 2. Both companies are an excellent example of the strength of the mentorship program in place at C&W Services which enables small business enterprises to gain further knowledge of leading industry practices and procedures.

## Transition Plan

The retention of our partnership and tenure at MIA will minimize disruption of airport operations due to our extensive knowledge of Zone 1 and Zone 2. C&W Services is prepared to make a smooth transition in either zone of the airport.

Our full proposal for Zone 2 includes more in-depth information on the technical criteria as outlined on page 23 of WOPR 01150. If there is anything we can do to make your decision to retain C&W Services easier, please contact us.





# PROPOSER'S EXPERIENCE, QUALIFICATION, AND PAST PERFORMANCE

1. Describe the Proposer's past performance and experience, and state the number of years the Proposer has been in existence, the current number of employees, and the primary markets served, including experience providing continuous janitorial service cleaning one (1) or more 24-hour facilities totaling at least two million (2,000,000) square feet, seven (7) days a week, including holidays, and serviced by employees in one (1) or more facilities, working multiple shifts.

## About C&W Services

C&W Services has been delivering facility services for 70 years to clients across the United States and Canada. Founded in 1949 in Cambridge, MA, today C&W Services employs approximately 14,000 employees serving 600 clients and 600 million SF.

We have client sites throughout the United States and Canada. Our primary markets in the US include the Northeast, Florida, Texas and California.

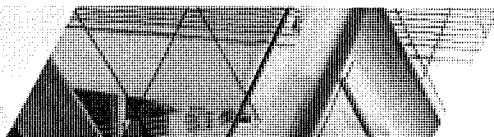
C&W Facility Services Inc. is a subsidiary of Cushman & Wakefield plc. Cushman & Wakefield plc is publicly listed on the New York Stock Exchange under the ticker CWK and is currently over 50% owned by a group of principal shareholders that include TPG, OTPP and PAG.

## Past Performance and Experience

C&W Services has ample experience in providing continuous janitorial service cleaning one (1) or more 24-hour facilities totaling at least two million (2,000,000) square feet, seven (7) days a week, including holidays, and serviced by employees in one (1) or more facilities, working multiple shifts.

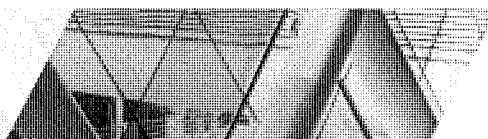
Please refer to our performance detail outlined below:

<b>Miami International Airport</b>	<ul style="list-style-type: none"><li>→ Miami, FL</li><li>→ 7,400,000 sq. ft.</li><li>→ Main Terminal &amp; Support Buildings</li><li>→ Client Since: 2001</li><li>→ 575 C&amp;W Services Employees and 75 Subcontracted Employees</li></ul>
<b>Seattle-Tacoma International Airport</b>	<ul style="list-style-type: none"><li>→ Seattle, WA</li><li>→ 1,109,000 sq. ft.</li><li>→ Zone 1 and 3</li><li>→ Client Since: 2018</li><li>→ 103 C&amp;W Services Employees</li></ul>





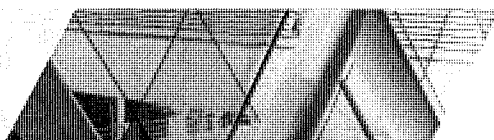
<b>Massachusetts Port Authority</b>	<ul style="list-style-type: none"> <li>→ Boston, MA</li> <li>→ 1,758,000 sq. ft.</li> <li>→ Terminals A, B, C, E and Outer Buildings</li> <li>→ Client Since: 2008</li> <li>→ 145 C&amp;W Services Employees and 29 Subcontracted Employees</li> </ul>
<b>Harvard Business School</b>	<ul style="list-style-type: none"> <li>→ Boston, MA Campus</li> <li>→ 1,700,000 sq. ft.</li> <li>→ Administrative buildings, Executive Education Center, Residence halls, Classrooms</li> <li>→ Client Since: 1994</li> <li>→ 144 C&amp;W Services Employees</li> </ul>
<b>University of Connecticut</b>	<ul style="list-style-type: none"> <li>→ Storrs, CT</li> <li>→ 2,000,000 sq. ft.</li> <li>→ 65 buildings</li> <li>→ Client Since: 2015</li> <li>→ 78 C&amp;W Services employees</li> </ul>
<b>America's Center</b>	<ul style="list-style-type: none"> <li>→ St. Louis, MO</li> <li>→ 512,000 sq. ft.</li> <li>→ Client Since: 2010</li> <li>→ 40 C&amp;W Services Employees</li> </ul>
<b>Lincoln Park Zoo</b>	<ul style="list-style-type: none"> <li>→ Chicago, IL</li> <li>→ 500,000 sq. ft.</li> <li>→ 23 Buildings</li> <li>→ Client Since: 2011</li> <li>→ 13 C&amp;W Services Employees</li> </ul>
<b>Museum of Science</b>	<ul style="list-style-type: none"> <li>→ Boston, MA</li> <li>→ 750,000 sq. ft.</li> <li>→ Client Since: 1988</li> <li>→ 25 C&amp;W Services Employees</li> </ul>
<b>Massachusetts Green High Performance Computing Center</b>	<ul style="list-style-type: none"> <li>→ Holyoke, MA</li> <li>→ 94,000 sq. ft.</li> <li>→ Client Since: 2012</li> <li>→ 11 C&amp;W Services Employees</li> </ul>
<b>Macerich</b>	<ul style="list-style-type: none"> <li>→ New Jersey, Connecticut, and Illinois</li> <li>→ Shopping Centers and Malls</li> <li>→ 5,500,000 sq. ft.</li> <li>→ 9 Locations</li> <li>→ Client Since: 2005</li> <li>→ 160 C&amp;W Services Employees</li> </ul>





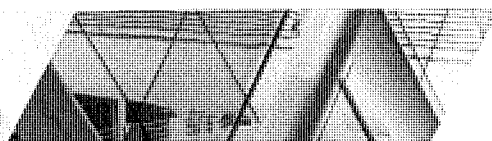
2. Provide a detailed description of contracts similar in scope of services to those requested herein, which the Proposer has either ongoing or completed within the past three years. The description should identify for each project: (i) client, (ii) description of work, (iii) total dollar value of the contract, (iv) dates covering the term of the contract, (v) client contact person and phone number, and a (vi) statement of whether Proposer was the prime contractor or subcontractor. Where possible, list and describe those projects performed for government clients or similar size private entities (excluding any work performed for the County).

(i.) Client	(ii) Description of Work	(iii) Total dollar value of contract	(iv)Term of contract	(v) Client Contact	(vi)Contractor status
<b>Seattle-Tacoma Airport</b>	Janitorial Services	\$8 Million Annually	Start date: January 2018 - December 2019 with (3) one-year options	Jinah Kim Senior Manager, Aviation Maintenance Custodial Services Seattle, WA 98158 Office: +1 206 787 4774	Prime Contractor
<b>Logan International Airport</b>	Integrated Facility Services	\$14 Million Annually	Start Date: 2008 Won a new contract in June 2018 for an additional three years with 2 one-year options	Patrick Minihane Manager Contract Services & Environmental Management Direct: +1 617 561 1768	Prime Contractor
<b>Harvard Business School</b>	Janitorial Services	\$12 Million Annually	Start Date: 2016 Contract Completion Date: 2019 No. Extensions:	Mr. Robert Breslow, Director of Administrative Services Direct: +1 617 495 6815	Prime Contractor
<b>University of Connecticut</b>	Integrated Facility Services	\$5.5 Million Annually	Start Date: 2015 Completion Date: 2020 No. Extensions: 2 (three-year contract, with a two-year extension)	Aris Ristau Facilities Manager – Direct: +1 860 486 5556 Mobile: +1 860 234 3523	Prime Contractor
<b>Lincoln Park Zoo</b>	Integrated Facility Services	\$1.5 Million Annually	Start Date: 2011 Completion Date: 2014 No. Extensions: 1	Mr. Kurt Zitner Operations Manager Direct: +1 312 742 2102	Prime Contractor





(i.) Client	(ii) Description of Work	(iii) Total dollar value of contract	(iv) Term of contract	(v) Client Contact	(vi) Contractor status
<b>Museum of Science</b>	Integrated Facility Services	\$1 Million Annually	Contract Commencement Date: 2014 Contract Completion Date: 2017 No. Extensions:	Paul Ippolito Associate Vice President/Facilities Direct: +1 617 589 0154	Prime Contractor
<b>Massachusetts Green High Performance Computing Center (MGHPCC)</b>	Integrated Facility Services	\$1 Million Annually	Start Date: 2011 Completion Date: Present No. Extensions: 1	Mr. John Goodhue Executive Director Direct: +1 617 324 1588	Prime Contractor
<b>The Macerich Company</b>	Integrated Facility Services	\$12 Million Annually	Start Date: 2014 Completion Date: 2018 No. Extensions:	Mr. Joseph Venne Vice President, Operations 401 Wilshire Blvd, Suite 700 Santa Monica, CA 90401 Phone: (310) 394-6000 joe.venne@macerich.com	Prime Contractor





3. Provide a list of all contracts which the Proposer has performed for Miami-Dade County. The County will review all contracts the Proposer has performed for the County in accordance with Section 2-8.1(g) of the Miami-Dade County Code, which requires that "a Bidder's or Proposer's past performance on County Contracts be considered in the selection of Consultants and Contractors for future County Contracts." As such the Proposer must list and describe all work performed for Miami-Dade County and include for each project: (i) name of the County Department which administers or administered the contract, (ii) description of work, (iii) total dollar value of the contract, (iv) dates covering the term of the contract, (iv) dates covering the term of the contract,, and a (vi) statement of whether Proposer was the prime contractor or subcontractor.

C&W Services currently is under one (1) contract with Miami-Dade County to provide janitorial services at MIA, the details of which are below:

<b>(i) Name of County Department</b>	Miami Dade Aviation Department
<b>(ii) Description of work</b>	Janitorial services for the main terminal building, support buildings, ramps, and curbside.
<b>(iii) total dollar value of the contract</b>	Contract Dollar Amount: approximately \$30M
<b>iv) dates covering the term of the contract</b>	1/2001 to 1/2019 (5 years, 3 extensions each renewed) January 29, 2001 – January 28, 2009 January 29, 2009 – January 29, 2019, extended for one (1) year to January 29, 2020.
<b>(vi) Statement of whether Proposer was the prime contractor or subcontractor.</b>	C&W Service is the prime contractor

Full details pertaining to this contract can be found below:

### Miami International Airport

Industry/Market: Aviation | Public Venue

Scope: Miami, FL

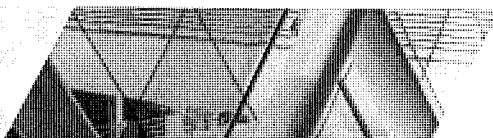
Size: 7,400,000 sf

Site: Main Terminal & Support Buildings

Client Since: 2001

Workforce: 575 C&W Services Employees and 75

Subcontracted Employees





## Contract Description

County Department: Miami Dade Aviation Department – Terminal Operations

Contract 1: January 29, 2001 – January 28, 2009

Contract 1 Dollar Amount: \$25M

Contract 2: January 29, 2009 – January 29, 2020

Contract 2 Dollar Amount: \$27M

Contract Audits/Results: Annual audits since 2001

Management Team:

Milagros "Milly" Diaz  
Director of Operations | Miami International Airport  
5200 Blue Lagoon Drive, Suite 760  
Miami, FL 33126  
Direct: +1 305 362 9556  
Mobile: +1 305 310 5917  
[milagros.diaz@cwservices.com](mailto:milagros.diaz@cwservices.com)

Roy Alonso  
General Manager | Miami International Airport  
2100 NW 42<sup>nd</sup> Ave, Miami, FL 33142 | USA  
Direct: +1 305 869 1840  
Mobile: +1 305 986 0972  
[roy.alonso@cwservices.com](mailto:roy.alonso@cwservices.com)

## Client/Facility Description

- Serves over 45 million passengers annually
- Over 400,000 flights arrive/depart annually
- Employs nearly than 37,000 personnel
- Ranked 2nd busiest airport in the U.S. for international passengers and 12th for total passengers

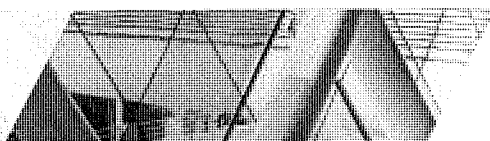
## Services Provided

- Full-service janitorial
- Porter/Matron services
- Project and utility services
- Managed services:
- SBE Subcontract Program
- Areas serviced:
- Main terminal building
- Ramp and curbside
- Support buildings

## Contact:

### MDAD

Marcela Denis-Perez  
Division Chief Terminal Operations  
Miami-Dade Aviation Department  
P. O. Box 025504  
Miami, FL 33102  
Direct: +1 305 876 7949  
Cell: +1 305 793 9162  
[mdenis-perez@miami-airport.com](mailto:mdenis-perez@miami-airport.com)



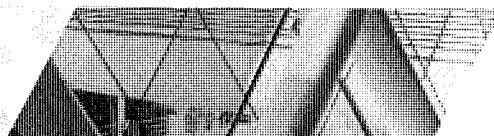
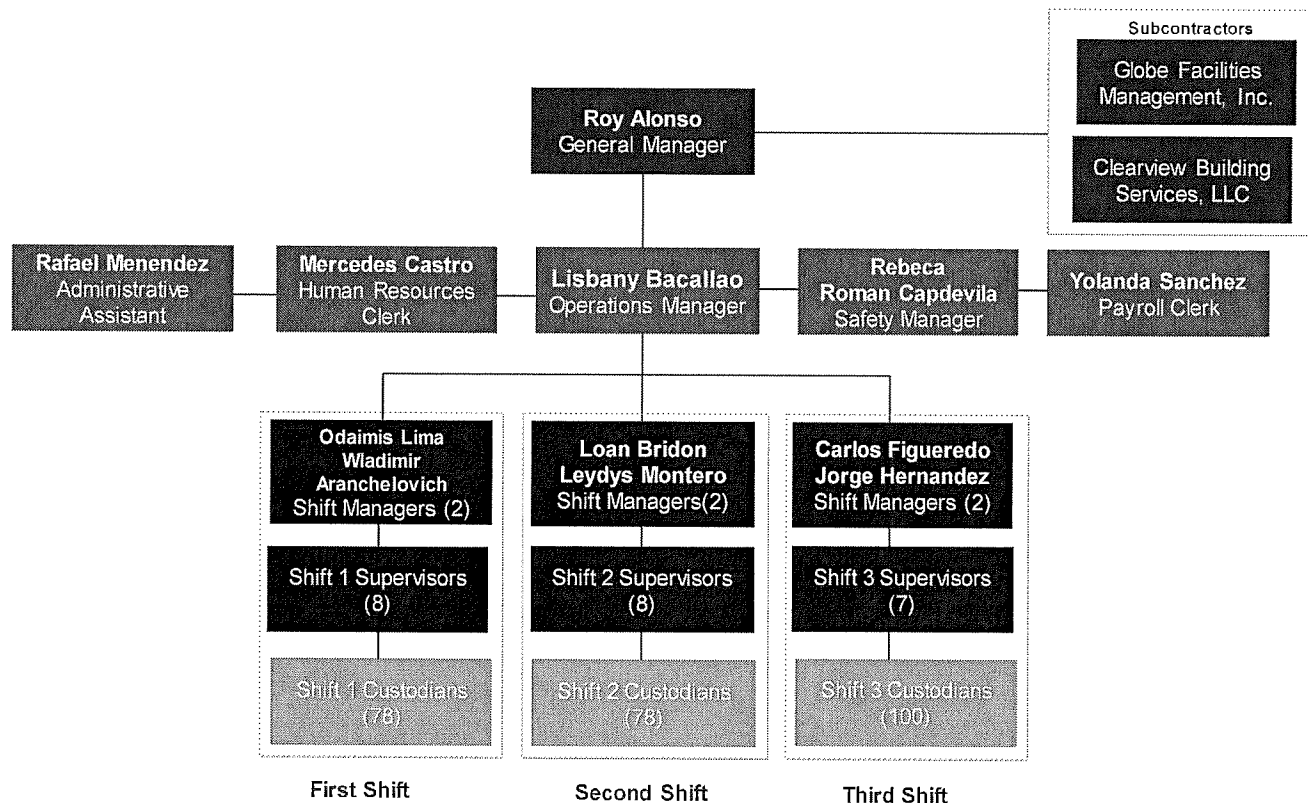


# PROPOSER'S KEY PERSONNEL AND SUBCONTRACTORS EXPERIENCE, QUALIFICATIONS, AND PAST PERFORMANCE

4. Provide an organization chart showing all key personnel, including their titles, to be assigned to this project. This chart must clearly identify the Proposer's key personnel and those of the subcontractors, and shall include the functions to be performed. All key personnel includes all partners, managers, seniors and other professional staff that will perform work and/or provide services for this project.

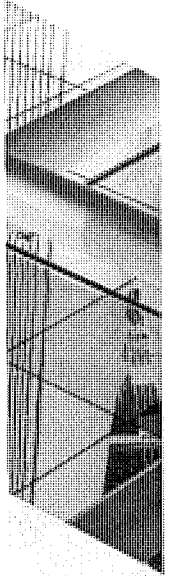
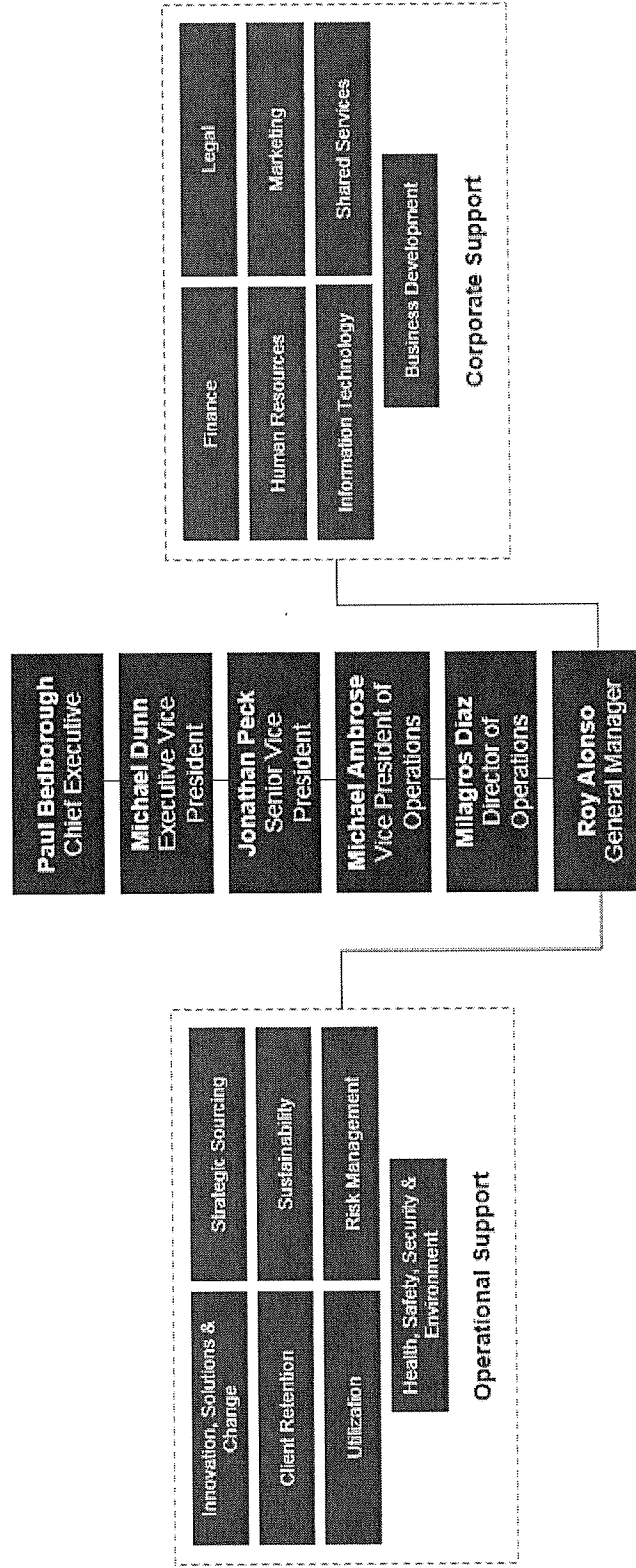
C&W Services will continue to provide a talented and knowledgeable workforce to support the janitorial program at MIA. MIA will have full access to our executive team and all corporate and operational support functions. Please reference C&W Services organizational structure outlined below:

## On-Site Organizational Chart





# Corporate Organizational Chart





5. Provide a list of the names and addresses of all first tier subcontractors, and describe the extent of work to be performed by each first tier subcontractor. Describe the experience, qualifications and other vital information, including relevant experience on previous similar projects, of the subcontractors who will be assigned to this project.

C&W Services plans to partner with the following first tier subcontractors for our work at MIA.

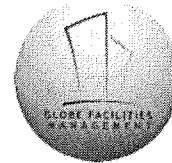
→ Globe Facilities Management, Inc.

→ ClearView Building Services, LLC.

Our subcontractor's experience, qualifications and other vital information, including relevant experience on previous similar projects are described below:

### Globe Facilities Management

C&W Services has successfully partnered with Globe Facilities Management for four (4) years at MIA to fulfill the required 15% SBE - G&S goal. Globe Facilities Management's involvement at MIA can be found below:



Name of SBE/GS Subcontractor	Certification Expiration Date	Commodity Code	Type of Goods/Services to be performed	SBE/GS Subcontract or % of Bid	President
Globe Facilities Management, Inc.	10/31/2020	NIGP 91039	Janitorial Services	12%	Oscar Ronda, Jr.

A resume for Oscar Ronda, Jr. can be found on the following page.

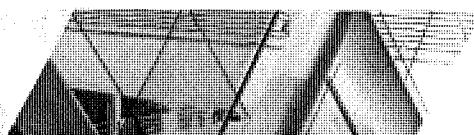
### ClearView Building Services

C&W Services is proposing a partnership with ClearView to perform window washing services for Zone 2 at MIA. ClearView is a member of the Miami Beach Chamber of Commerce and is a designated small business enterprise (SBE) by Miami-Dade County. Clearview has been providing window washing services at MIA for over 11 years.




Name of SBE/GS Subcontractor	Certification Expiration Date	Commodity Code	Type of Goods/Services to be performed	SBE/GS Subcontractor % of Bid	President
ClearView Building Services, LLC.	12/31/2020	NIGP 91081: WINDOW WASHING SERVICES	Window Cleaning	3%	Craig Dorn

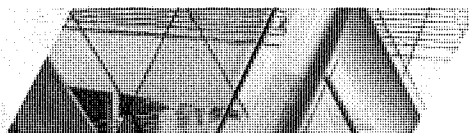
A resume for Craig Dorn can be found on the following page.





	<b>President, Globe Facilities Management Oscar Ronda</b> 1700 SW 57 Avenue, Suite 200t   Miami, FL 33155 Globefacilitiesmanagement@gmail.com		
<b>Expertise</b>	→ Four (4) years of subcontractor experience at MIA → Over 10 years of facilities management experience → Responsible for management of all business functions for janitorial and facilities management organization → Maintains direct relationship with clients		
<b>Client</b>	→ Miami International Airport	<b>Education</b>	→ Associate Degree, Miami Dade Community College → Diploma, Miami High School → Certified Pest Control Operator → Native speaker of Spanish

	<b>Vice President, Clearview Building Services Craig Dorn</b> 2100 NW 42nd Ave.   Miami, FL 33142		
<b>Expertise</b>	→ 12 years of providing window washing services at MIA → Provides hands-on service and direct oversight of field operations → Expertise in high-risk jobs requiring specific education, training and certifications → Achieved the highest certifications from his trade industry in OSHA, Aerial Lift, Rope Descent and Swing Stage		
<b>Local Status</b>	→ ClearView is a member of the Miami Beach Chamber of Commerce and has also been designated as a small business enterprise (SBE) by Miami-Dade County.	<b>Education</b>	→ Business Administration and Management, General – Florida State University





6. Provide resumes, or an equivalent professional profile, describing the experience, qualifications and other vital information, including but not limited to, relevant experience on previous similar projects, education and training, languages spoken and written, of all key personnel, and those of subcontractors, who will be assigned to this project.

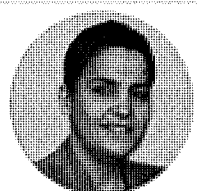
C&W Services will continue with the same proven team that has extensive experience with MIA and MDAD.

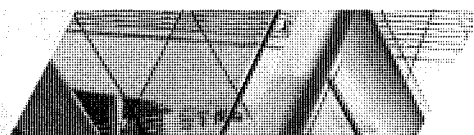
→ MIA Management Team

→ Corporate Executive Team

## MIA Management Team

- |   |  |
|---|--|
| → Director of Operations, Milly Diaz        | → Safety Manager, Rebeca Roman Capdevila         |
| → General Manager, Roy Alonso               | → HR Clerk, Mercedes Castro                      |
| → Operations Manager, Lisbany Bacallao      | → SBE - Globe Facilities Management, Oscar Ronda |
| → Administrative Assistant, Rafael Menendez | → SBE – ClearView Building Services, Craig Dorn  |
| → Payroll Clerk, Yolanda Sanchez            |  |

	<b>Director of Operations Milly Diaz</b> 5200 Blue Lagoon Drive, Suite 760   Miami, FL 33126 Direct: +1 786 773 1900 Mobile: +1 305 310 5917 Fax: +1 305 876 0924 <a href="mailto:milagros.diaz@cwservices.com">milagros.diaz@cwservices.com</a>	
<b>Expertise</b>	<ul style="list-style-type: none"> <li>→ Strong organizational and operational leadership</li> <li>→ 25 years in healthcare and facilities management industries</li> <li>→ Manages over a total of 12 million square feet</li> </ul>	<b>Results</b> <ul style="list-style-type: none"> <li>→ Proven record in labor relations, federal, state and local regulatory compliance, etc.</li> <li>→ Two decades direct experience in high traffic and security sensitive operations</li> </ul>
<b>Clients</b>	<ul style="list-style-type: none"> <li>→ Miami International Airport</li> <li>→ Hillsborough County, Tampa</li> <li>→ Palm Beach State College</li> <li>→ University of South Florida</li> </ul>	<b>Education</b> <ul style="list-style-type: none"> <li>→ Master in Business Administration, Nova Southeastern University</li> <li>→ Bachelor of Science degree in Hospitality Management, Florida International University</li> <li>→ Certified Healthcare Safety Professional, TLC</li> <li>→ Certified Hazard Control Manager, TLC</li> <li>→ Native speaker, Spanish</li> </ul>







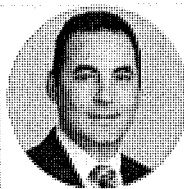
## General Manager **Roy Alonso**

2100 NW 42nd Ave. | Miami, FL 33142

Direct: +1 305 869 1840 Mobile: +1 305 986 0972

roy.alonso@cwsservices.com | cwsservices.com

<b>Expertise</b>	<ul style="list-style-type: none"> <li>→ Affiliated with the Miami-Dade Department for over 30 years</li> <li>→ Contract, emergency, personnel and labor relations management, etc.</li> <li>→ Bilingual in English and Spanish</li> </ul>	<b>Affiliations</b>	<ul style="list-style-type: none"> <li>→ Supervisor Certification Program, Miami-Dade County</li> <li>→ The Dale Carnegie Course, Excelsior College</li> <li>→ Certification, Air Condition and Refrigeration, McGraw-Hill Education Center, Washington D.C.</li> </ul>
<b>Clients</b>	<ul style="list-style-type: none"> <li>→ Miami International Airport</li> <li>→ Miami-Dade Aviation Department</li> </ul>	<b>Education</b>	<ul style="list-style-type: none"> <li>→ Bachelor of Science in Professional Studies, Barry University</li> <li>→ Associates of Arts, Business Administration, Miami-Dade Community College</li> <li>→ National Response Plan, Incident Command Systems, FEMA Emergency Management Institute</li> <li>→ Native speaker, Spanish</li> </ul>

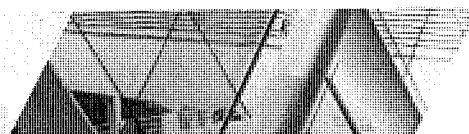


## Operations Manager **Lisbany Bacallao**

2100 NW 42<sup>nd</sup> Ave. | Miami, FL 33142

lisbany.bacallao@cwsservices.com | cwsservices.com

<b>Expertise</b>	<ul style="list-style-type: none"> <li>→ Leads team of Shift Manager and Supervisors</li> <li>→ Responsible for formulating of operational work, management of weekly supplies and distribution as well as maintaining a safe work environment, etc.</li> </ul>	<b>Affiliations</b>	<ul style="list-style-type: none"> <li>→ Proficient with Health and Safety standards</li> <li>→ OSHA 10 Certificate</li> <li>→ Excellent Customer Service Skills</li> </ul>
<b>Clients</b>	<ul style="list-style-type: none"> <li>→ Miami International Airport</li> </ul>	<b>Education</b>	<ul style="list-style-type: none"> <li>→ Associate of Arts: Management, Miami Dade College</li> <li>→ Native speaker, Spanish</li> </ul>







## Administrative Assistant **Rafael Menendez**

2100 NW 42<sup>nd</sup> Ave. | Miami, FL 33142

rafael.menendez@cwservices.com | cwservices.com

<b>Expertise</b>	<ul style="list-style-type: none"> <li>→ Involved with MIA janitorial operations and management for five years</li> <li>→ Monitoring of revenue and expenses, processing and payment of MIA's accounts payable, supervision of supplies and inventory, requests from MDAD Finance Department, etc.</li> </ul>	<b>Results</b> <ul style="list-style-type: none"> <li>→ Organize and systematically produce C&amp;W Services invoices to MIA</li> <li>→ Addressing and terminating MDAD's complaints and lack of credibility on invoices submitted for payment</li> </ul>
<b>Clients</b>	<ul style="list-style-type: none"> <li>→ Miami International Airport</li> </ul>	<b>Education</b> <ul style="list-style-type: none"> <li>→ Bachelor in Business Administration, specializing in Accounting and Business Administration, University of Miami</li> <li>→ Native speaker, Spanish</li> </ul>

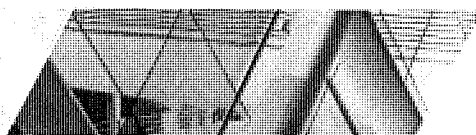


## Payroll Clerk **Yolanda Sanchez**


2100 NW 42<sup>nd</sup> Ave. | Miami, FL 33142


yolanda.sanchez@cwservices.com | cwservices.com

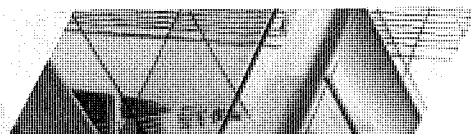
<b>Expertise</b>	<ul style="list-style-type: none"> <li>→ Maintains payroll information by collecting, calculating and entering data</li> <li>→ Resolves payroll discrepancies through the collection and evaluation of data</li> <li>→ Responsible for payroll operations and maintaining confidentiality for employees</li> <li>→ Maintains payroll operations by following policies and procedures</li> </ul>
<b>Experience</b>	<b>Education</b> <ul style="list-style-type: none"> <li>→ Specialist in Emigration</li> <li>→ OSHA General Business 30 hr.</li> <li>→ Notary Public</li> <li>→ Bank Loan &amp; Special Assessment</li> <li>→ Masters in Human Resources Management</li> <li>→ Bachelors in Business Administration</li> <li>→ Native speaker, Spanish</li> </ul>





	<b>Safety &amp; Quality Manager Rebeca Roman Capdevila</b> 2100 NW 42 <sup>nd</sup> Ave.   Miami, FL 33142 rebeca.romancapdevila@cwservices.com   cwservices.com		
<b>Expertise</b>	<ul style="list-style-type: none"> <li>→ Management of the Safety/General Liability programs, providing 24/7 janitorial services for over 7.5 million square feet of airport facility</li> <li>→ Oversight of 650 employees, including two minority subcontractors</li> <li>→ Coordinates employee's development program including onboarding orientation, employee's evaluations and rewards and recognition program</li> <li>→ Conducts the New Hire Safety Orientation, GL reports and transaction allocations.</li> </ul>	<b>Results</b>	<ul style="list-style-type: none"> <li>→ Enhanced existing Safety Program reducing OSHA recordable incident rates</li> <li>→ Tailored account's training program to the services standards of the contract</li> </ul>
<b>Clients</b>	<ul style="list-style-type: none"> <li>→ Miami International Airport</li> </ul>	<b>Education</b>	<ul style="list-style-type: none"> <li>→ Bachelor's in Library and Information Service, University of Havana</li> <li>→ OSHA 10 Hours Certificate, Miami Dade College</li> <li>→ Native speaker, Spanish</li> </ul>


	<b>HR Clerk Mercedes Castro</b> 2100 NW 42 <sup>nd</sup> Ave.   Miami, FL 33142 Mercedes.castro@cwservices.com   cwservices.com		
<b>Expertise</b>	<ul style="list-style-type: none"> <li>→ Responsible for the onboarding and processing of all employees</li> <li>→ Manages the contract renewal processes</li> <li>→ Maintains all human resource records and documentation</li> <li>→ Responsible for sourcing candidates, conducting interview, etc.</li> <li>→ Assist in arranging training material and activities</li> </ul>		
<b>Clients</b>	<ul style="list-style-type: none"> <li>→ Miami International Airport</li> </ul>		
<b>Education</b>	<ul style="list-style-type: none"> <li>→ Mechanical Engineer, Instituto Superior Politechnical José Antonio Echeverría</li> <li>→ Native speaker, Spanish</li> </ul>		




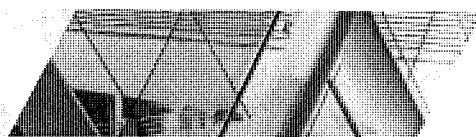


## Corporate Executive Team

- Paul Bedborough, Chief Executive,
- Michael Dunn, Executive Vice President
- Jonathan Peck, Senior Vice President of Operations
- Michael Ambrose, Vice President of Operations
- Jeff Walters, Vice President, Innovation, Solutions & Change
- Connie Arana, Janitorial Services Solutions Manager
- Ken Stack, Vice President of Solutions & Transitions

	<b>Chief Executive Paul Bedborough</b> 275 Grove Street, Suite 3-200   Auburndale, MA 02466 Direct +1 312 424 8070 Mobile +1 414 581 1393 paul.bedborough@cwsservices.com   cwsservices.com		
<b>Expertise</b>	<ul style="list-style-type: none"> <li>→ Over 15 years of executive experience in the global facilities management and real estate industry</li> <li>→ Closely aligned with Global Occupier Services, the Americas Facilities Services business delivers complete facilities solutions</li> </ul>	<b>Affiliations</b>	<ul style="list-style-type: none"> <li>→ CoreNet Global, member</li> <li>→ IFMA, member</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>→ MBA, University of Leicester, Leicester, England</li> </ul>		

	<b>Executive Vice President Michael Dunn</b> 275 Grove Street, Suite 3-200   Auburndale, MA 02466 Direct +1 617 559 4191 Mobile +1 617 593 5277 Fax +1 617 969 2210 michael.dunn@cwsservices.com   cwsservices.com		
<b>Expertise</b>	<ul style="list-style-type: none"> <li>→ Over 45 years of experience includes senior positions in operations, sales, administration and finance</li> <li>→ Overall responsibility of managing \$1 billion in annual revenues employing more than 18,000 employees throughout North America.</li> </ul>	<b>Affiliations</b>	<ul style="list-style-type: none"> <li>→ Building Owners and Managers Association</li> <li>→ National Association of Real Estate Investment Trusts</li> <li>→ National Association of College and University Business Officers</li> <li>→ International Facility Management Association</li> <li>→ CoreNet Global</li> <li>→ Stadium Managers Association</li> <li>→ A Better City</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>→ MBA in Finance and Accounting, Babson College</li> <li>→ Bachelor of Arts in Finance, Boston College</li> </ul>		







## Senior Vice President of Operations **Jonathan Peck**

275 Grove Street, Suite 3-200, Auburndale, MA 02466

Direct +1 617 559 4219

jonathan.peck@cwsservices.com | cwsservices.com

<b>Expertise</b>	<ul style="list-style-type: none"> <li>➔ Over 24 years of facilities management industry experience</li> <li>➔ Proven achievement record in both operations and business development at senior level positions</li> <li>➔ Responsible for developing and leading client retention strategies for clients throughout North America</li> </ul>	<b>Affiliations</b>	<ul style="list-style-type: none"> <li>➔ BOMA Boston</li> <li>➔ BOMA International</li> <li>➔ CoreNet Global</li> <li>➔ IFMA</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>➔ Dual BA, Psychology and Business Administration, North Adams State College</li> <li>➔ Graduate Certification, Facilities Management, Northeastern University</li> <li>➔ C&amp;W Services Executive Development Program, Harvard Business School</li> </ul>		



## Senior Vice President of Operations **Michael Ambrose**

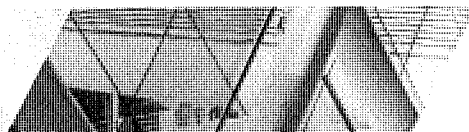
200 Broadacres Drive | Bloomfield, NJ 07003

Direct +1 973 771 2529 Mobile +1 856 287 9596

Fax +1 973 771 0180

michael.ambrose@cwsservices.com | cwsservices.com

<b>Expertise</b>	<ul style="list-style-type: none"> <li>➔ Over 20 years of facilities management industry experience</li> <li>➔ Experience in providing management, consulting and training expertise</li> <li>➔ Responsible for delivering best-in-class quality and efficient service</li> <li>➔ Establishes regional business processes, programs, technical capabilities, and knowledge to support quality facility services</li> </ul>	<b>Results</b>	<ul style="list-style-type: none"> <li>➔ Successfully manages \$50 Million in annual revenue</li> <li>➔ Oversees approximately 500 employees within his region</li> <li>➔ Held several other leadership positions within the company including Director of Operations, Area Operations Manager, Operations/Cargo Coordinator and Account Service Representative</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>➔ BS, Criminology with minor in Sociology, Ramapo College of New Jersey, Mahwah, NJ</li> <li>➔ Certified Plant Maintenance Manager (CPMM), Association for Facilities Engineering (AFE)</li> <li>➔ OSHA 10-hour Occupational Safety and Healthy Certified, OSHA</li> </ul>		







## Vice President, Innovation, Solutions & Change **Jeff Walters**

1258 Horsham Way | Apex, NC 27502  
 Direct +1 919 387 7100 Mobile +1 919 389 2777  
 jeff.walters@cwservices.com | cwservices.com

### Expertise

- Served 20 years as a dedicated change and performance improvement leader
- Head of team that identifies opportunities to improve service delivery and solutions
- Experience in delivering full lifecycle business transformation to drive performance and efficiency

### Affiliations

- International Facility Management Association
- CoreNet Global
- LEED, Green Associate
- Certified Facilitator, Zenger Miller Business Learning Systems
- Six Sigma, Green Belt
- Previously held Top Secret Clearance with Presidential Access

### Community Leadership

- Trustee, Focus Church Apex, NC
- Board Member, 100 Who Give
- Volunteer, Special Olympics World Summer Games
- Volunteer, North Carolina Food Bank
- Vice Chairman - Apex, North Carolina Planning Board (1996-2002)
- Vice President – Finance, MPI Carolinas Chapter (1995-1997)



## Janitorial Services Solutions Manager **Connie Arana**

Direct +1 1 650 787 8394  
 connie.arana@cwservices.com

### Expertise

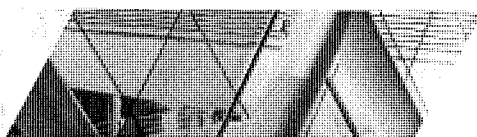
- Connie focuses on integrating innovative equipment and technology in the development of labor strategies to support the efficient provision of high quality and reliable janitorial services
- 8 years of janitorial service experience in Class A, Class C, GMP and Critical Space.
- Successfully pioneered change through Employee Engagement, USVW/SEIU Union Strategy and Safety Culture development

### Affiliations

- Member, ISSA

### Education

- Bachelor of Applied Science, University of California, Davis
- Native speaker of Spanish







## Vice President, Facility Management Solutions **Ken Stack**

275 Grove Street, Suite 3-200 | Auburndale, MA 02466

Direct +1 617 630 7425

ken.stack@cwservices.com | cwservices.com

### Expertise

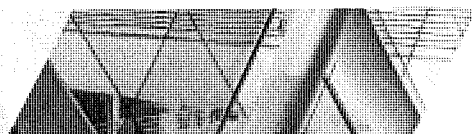
- Over 20 years of facilities management industry experience
- Drives the creation and delivery of innovative, result-oriented end-to-end solutions
- Responsible for the execution of account start-up and transition activities
- Provides organizational leadership through change management, mission definition and staff development
- Experience in implementing CMMS systems, handheld technologies and GPS for management of mobile workforce

### Affiliations

- International Facility Management Association (IFMA)
- Building Owners Managers Association (BOMA)
- CoreNet
- U.S. Green Building Council (USGBC)
- Green Building Certification Institute (GBCI)
- Association of Energy Engineers (AEE)
- Committee Member, Department of Homeland Defense – Attacks on Facilities

### Education

- MS, Environmental/Environmental Health Engineering, University of Connecticut
- BS, Mechanical Engineering, Rensselaer Polytechnic Institute
- Registered Professional Engineer (PE)
- LEED Accredited Professional (LEED-AP O+M)
- Certified Energy Manager (CEM)
- Certified Facility Manager (CFM)
- Certified Hazardous Waste Manager and H&S Supervisor (OSHA 40 hr. and 8 hr.)
- Certified in VFA Facilities Assessments & Capital Planning





# PROPOSED APPROACH TO PROVIDING SERVICES, INCLUDING STAFFING STRUCTURE AND WORK PLAN

7. Proposer must discuss in detail their approach to providing the services, given the conditions and operations present in Zone 2 and the performance requirements of the Technical Specifications.

Proposer must also discuss its ability to provide a janitorial program that meets the requirements of the County, as outlined in the Scope of Services and as further detailed in the Technical Specifications.

C&W Services is extremely proud of our 18-year history of cleaning MIA. We've worked hard as the facility has expanded, growing from three million to eight million square feet and as passenger counts have risen from 31 million in 2001, to a milestone achievement of 45 million passengers in 2018. C&W Services is positioned to provide a strong platform of management, labor, and technology to support the future growth of the airport.

Zone 2 of the Miami International Airport has an estimated 4,871,558 cleanable square feet and includes concourses F, G, H & J of the main terminal building at MIA, at both, the landside and airside of the operation. C&W Services is aware of the rapid changes and the specific needs of Miami International Airport and is positioned to provide a strong platform to incorporate future growth and requirements.

As outlined in Addendum number five of this solicitation, it is possible for a single provider to be awarded multiple zones. Should C&W Services receive favorable consideration for both Zones 1 and 2 our incumbent knowledge puts us in a unique position to discuss potential staff reductions and offer savings.

## Staffing Structure and Work Plan

To develop the best solution for delivering janitorial services at MIA, the C&W Services subject matter experts in operations, cleaning, solutions and staffing analyzed each component of the new scope of work contained in the WOPR. By analyzing our current services productive rates at MIA and comparing them with proven industry productive rate standards, internal benchmark productive rates, and to those of other comparable airport clients, we developed a strategy and solution that best fits MIA's specific needs.

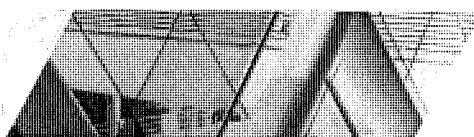
## Management, Support and Supervisory Structure

Milagros "Milly" Diaz, Director of Operations and Roy Alonso, General Manager lead the C&W Services local team responsible for managing janitorial services at MIA. Milly has worked directly with our team at MIA since 2007. Roy has over 38 years of experience working for MDAD and four years working for C&W Services managing the janitorial contract. Roy and Milly's airport familiarity and staff alliance are essential to smooth and successful janitorial operations at MIA.

Milly and Roy are supported by our regional operations team in addition to C&W Services' corporate and operational support resources.

Reporting to Roy is our team of dedicated resources including

- ➔ **Lisbany Bacallao**, Operations Manager
- ➔ **Rebeca Roman Capdevila**, Safety & Quality Manager,

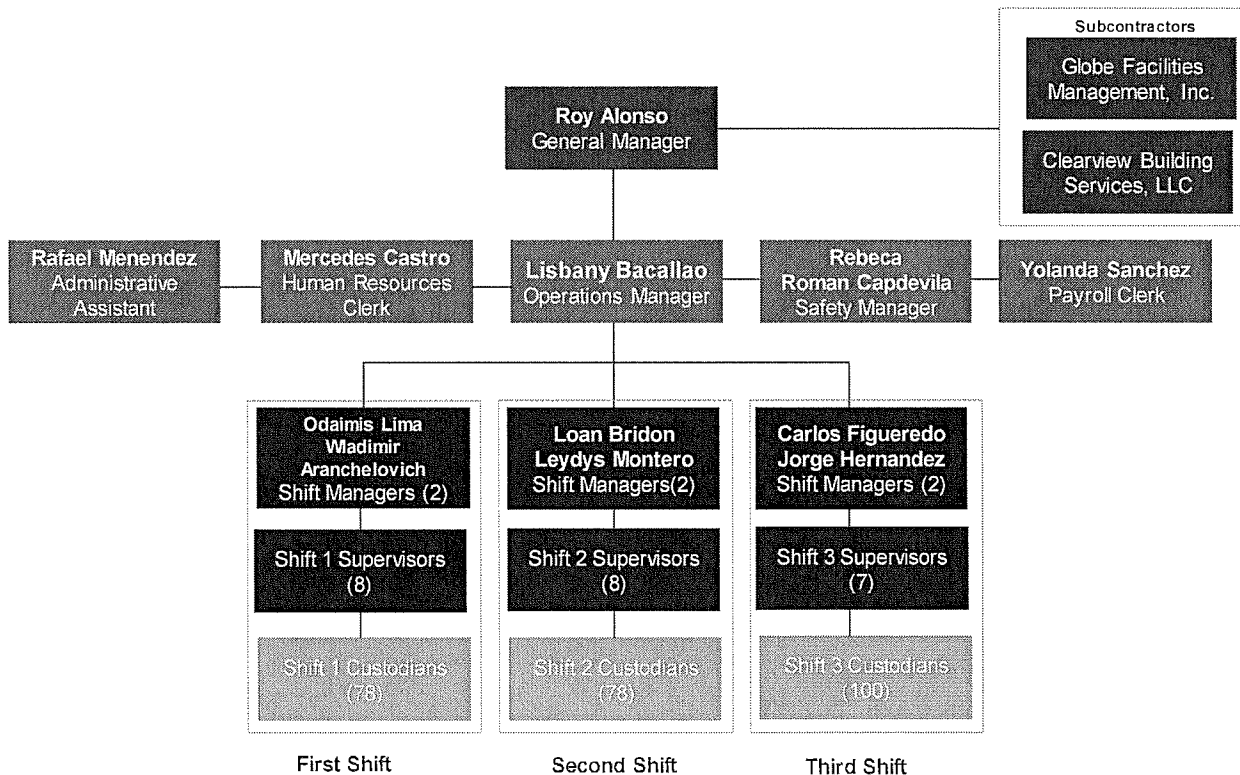




- **Rafael Menendez**, Administrative Assistant
- **Mercedes Castro**, HR Clerk
- **Yolanda Sanchez**, Payroll Clerk

Our Operations Manager, Lisbany Bacallao will oversee one (1) shift manager for each of the three shifts.

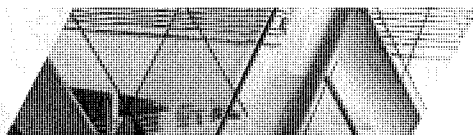
Our janitorial operations are also being supported by local SBE's, Globe Facilities Management, Inc. and Clearview Building Services, LLC, who report directly to Roy Alonso. More detail on our subcontractors are outlined below. Below is an organizational chart that details our onsite management team at MIA:



## Subcontractors

Based on the terms of the new contracts, our SBE sub-contractor roles will be changing to meet the requirements of the new scope of work. Our partner SBE's responsibilities will include the curbside services, trash and recycling, and task-based window cleaning. We will partner with two organizations:

- **Globe Facilities Management:** C&W Services has successfully partnered with Globe Facilities Management for four (4) years at MIA to fulfill the required 15% SBE - G&S goal. GFM will provide 12% of the janitorial scope of services for this contract.
- **ClearView Building Services, LLC.:** C&W Services is proposing a partnership with ClearView to perform window washing services for Zone 2 at MIA. ClearView is a member of the Miami Beach Chamber of Commerce and is a designated small business enterprise (SBE) by Miami-Dade County and has been providing window washing services at MIA for over 11 years. The contract with Clearview equals 3% of the total contract.

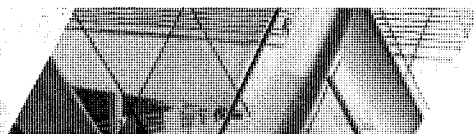




## Management, Supervision and Staffing Summary

The site's staffing plan that follows reflects the distribution and allocation of staff as a result of the modification in contract structure and the requirements for WOPR-01150 Zone 2. The table below shows the number of full-time equivalents and allocation of hours for each and ensures proper coverage of the operations for all three shifts for all positions allocated to Zone 2.

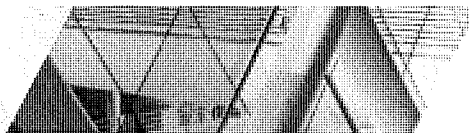
<b>ZONE 2 Staffing Summary</b>				
<b>Job Title/Classification</b>	<b>Positions</b>	<b>Headcount</b>	<b>Annual Hours</b>	<b>FTEs</b>
Account Manager	1	1	2080	1
Operations Manager	1	1	2080	1
Shift Manager	3	4	8320	4
Supervisors Shift 1	7	8.2	17056	8.2
Supervisors Shift 2	7	8.4	17472	8.4
Supervisors Shift 3	7	8.4	17472	8.4
Safety & Quality Manager	1	1	2080	1
Administrative Assistant	1	1	2080	1
Equipment Mechanic	1	1	2080	1
<b>Subtotal FTE for Management and Supervision</b>				<b>34</b>
<b>First Shift Zone 2</b>				
Custodian I General Cleaners Common Areas (Shift 1)	33	49	81120	39
Custodian I General Cleaners Dedicated Restrooms (Shift 1)	7	10	20800	10
Custodian II Specialist (Shift 1)	10	29	60320	29
<b>Subtotal FTE for Shift 1 Custodians</b>				<b>78</b>
<b>Second Shift Zone 2</b>				
Custodian I General Cleaners Common Areas (Shift 2)	27	39	81120	39
Custodian I General Cleaners Dedicated Restrooms (Shift 2)	12	10	20800	10
Custodian II Specialist (Shift 2)	10	29	60320	29
<b>Subtotal FTE for Shift 2 Custodians</b>				<b>78</b>
<b>Third Shift Zone 2</b>				
Custodian I General Cleaners	32	55	114400	55
Custodian II Specialists	29	45	93600	45
<b>Subtotal FTE for Shift 3 Custodians</b>				<b>100</b>
<b>Subtotal FTE for Custodians Shift 1, 2, 3</b>				<b>290</b>
<b>Zone 2 Total Staff Summary</b>			<b>603,200</b>	<b>290</b>





The table below shows the management and supervision coverage for the three shifts of Zone 2.

<b>Zone 2 Management and Supervision FTE</b>								
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	FTE
<b>Shift 1</b>								
Account Manager	0	8	8	8	8	8	0	1.0
Operations Manager	8	8	8	8	8	8	8	1.4
Administrative Assistant	0	8	8	8	8	8	0	1.0
Shift Manager	8	8	8	8	8	8	8	1.4
Payroll Clerk	0	8	8	8	8	8	0	1.0
HR Clerk	0	8	8	8	8	8	0	1.0
Safety Manager	0	8	8	8	8	8	0	1.0
Supervisor South FIS	8	8	8	8	8	8	8	1.4
Supervisor Concourse F-G	8	8	8	8	8	8	8	1.4
Supervisor Lobby South/Baggage	8	8	8	8	8	8	8	1.4
Equipment Mechanic	0	8	8	8	8	8	0	1.0
Supervisor Ramp	8	8	8	8	8	8	8	1.4
Supervisors Concourse H-J	8	8	8	8	8	8	8	1.4
<b>Shift 1 Management &amp; Supervisor Total</b>								<b>15.8</b>
<b>Shift 2</b>								
Shift Manager Second Shift	8	8	8	8	8	8	8	1.4
Supervisor Concourse F-G	8	8	8	8	8	8	8	1.4
Supervisor Lobby South/Baggage	8	8	8	8	8	8	8	1.4
Supervisors Concourse H-J	8	8	8	8	8	8	8	1.4
Supervisor Curbside	8	8	8	8	8	8	8	1.4
Supervisor South FIS	8	8	8	8	8	8	8	1.4
<b>Shift 2 Management &amp; Supervisor Total</b>								<b>8.4</b>
<b>Shift 3</b>								
Shift Manager Third Shift	8	8	8	8	8	8	8	1.4
Supervisor South FIS	8	8	8	8	8	8	8	1.4
Supervisor Concourse F-G	8	8	8	8	8	8	8	1.4
Supervisor Lobby South/Baggage	8	8	8	8	8	8	8	1.4
Supervisors Concourse H-J	8	8	8	8	8	8	8	1.4
Supervisor Curbside	8	8	8	8	8	8	8	1.4
<b>Shift 3 Management &amp; Supervisor Total</b>								<b>8.4</b>
<b>Total Weekly Hours / FTE</b>	<b>160</b>	<b>208</b>	<b>208</b>	<b>208</b>	<b>208</b>	<b>208</b>	<b>160</b>	<b>34</b>





## Job Assignments

Staff areas of responsibility and job assignments will be implemented after careful analysis of the tasks, duties and responsibilities included in the Technical Specifications and Scope of Work. As part of the implementation of new work sections, employee skills and knowledge will be evaluated to determine best fit for employees as well as for managers and supervisors.

## Reorientation and Training

All staff will participate in a re-orientation and training plan to help them adapt to new responsibilities and changing conditions as a result of the redesign of assignments and resources based on workload engineering.

## Training Program

### “Our House” Safety-Security Training

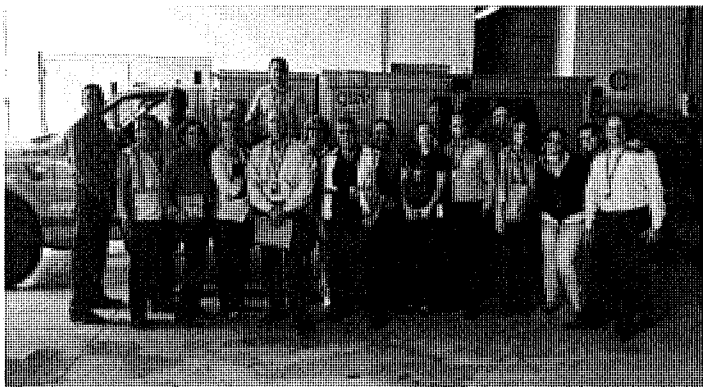
C&W Services can ensure the continuity of our janitorial operations through consistent safety training, tools, and response time. C&W Services’ is always equipped and prepared for all emergency responses through the coordination and deployment of its staff and equipment. Our goal is always to maintain the airport’s custodial operations while protecting the safety of the public and airport personnel.

To protect the safety of your travelers, carriers and local employees, C&W Services has developed a safety and security training program named “Our House”. This program entails safety and security training, awareness and recognition for all employees.

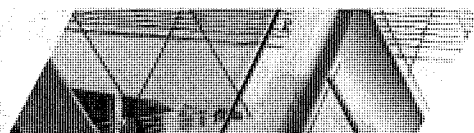
All supervisors and management will attend mandatory additional training to set examples and enhance leadership to their on-site employees.

October of 2015, all supervisors and managers participated in a Fire Prevention and Extinguisher training course focusing on CPR, first aid, AED, fire-extinguishing, and biohazard/spill response training.

MDAD’s Fire Department conducted the two-hour training course and covered the following topics:



- Use and classification of Fire Extinguishers
- General Evacuation at MIA
- Fire Prevention
- Location at MIA and proper use of defibrillators





The knowledge acquired during these training courses have instilled our on-site employees with the skills and confidence to run smooth and safe operations at MIA.

We will continue to research and implement any training material that allows us to keep your travelers, carriers and local employees safe in "Our House".

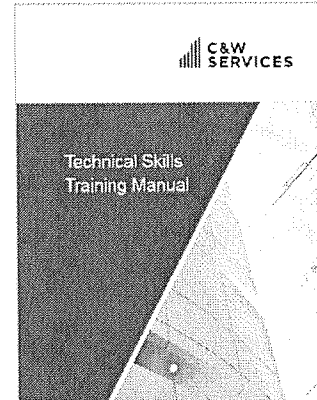
## Janitorial Training Overview

C&W Services' Training Program ensures all our employees (Cleaners, Supervisors and Managers) are highly proficient in their current skills, while developing their future capabilities. Our training results in higher productivity and greater employee satisfaction through superior performance.

Programs are routinely designed for individual facilities based upon input from customers and our site management. A network of trainers delivers classes to our managers, supervisors and Cleaners during service startup, and annually thereafter.

Highlights of our Training Program include:

- Training Methodology
- Training Documentation
- Janitorial Employees
- Groundskeeper Training
- Supervisory Training
- Management Training
- Personal Development Plan
- Additional Training Resources



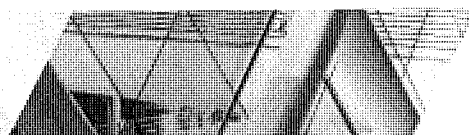
## Training Methodology

Decades of experience has proven that a combination of teaching methods ensures higher levels of comprehension and retention than one method alone. C&W Services' Training Program incorporates a variety of methods, including:

- C&W Services' proprietary online training Learning Management System (LMS)
- Webinars from C&W Services' Corporate Training department
- On-site facilitated lectures with online content
- On-the-Job, hands-on demonstration with supervised practice

## Training Documentation

Training is documented at the time of instruction, signed off by our employees, and tracked by our C&W Services Manager and site supervisors, with training completion reports available upon request.





## Janitorial Employees

Training is provided by trainers, supervisors or the C&W Services Manager using online material and C&W Services' Technical Skills Training Manual (11 modules, 66 pages). The manual provides clear, concise reference for performing the mandatory four skills, plus another seven advanced skills. A complete manual is available upon request. Each module lists:

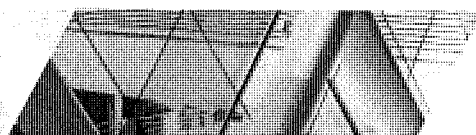
- Objectives for the task
- Materials and equipment list
- Definition of the task to ensure clarity
- Set up procedures
- Step by step procedures
- Reminders to CHECK ALL WORK

The following training is completed by all janitorial employees prior to working independently in their assigned positions.

### Startup Training for Janitorial Employees

Mandatory for All Employees	Required by Janitorial Position
→ Trash removal	→ Green Cleaning
→ Surface Cleaning	→ Restroom Cleaning Procedures
→ Vacuuming	→ Hazardous /Infectious Waste Removal
→ Mopping	→ Hard Floor Maintenance
→ Right-to-Know, HAZCOM / MSDS	→ Carpet Maintenance
→ Blood Borne Pathogen Safety for Custodial Ambassadors	→ Automatic Scrubbing
→ Safety (General) Orientation	→ Burnishing
→ Personal Protective Equipment	→ Pressure Washing
→ Avoiding Slips, Trips and Falls	→ Blood Borne Pathogen Safety for Responders
→ Emergency Evacuation	→ Cleanroom Cleaning
→ HAZWOPER	→ Confined Space Entry
→ Asbestos Awareness	→ Driver / Forklift Safety
→ C&W Services policies, procedures and harassment and discrimination avoidance	→ Ladder Safety
	→ Electrical Safety
	→ Lockout / Tagout

Annual in-service, refresher training is provided to maintain proficiency and ensure regulatory compliance.





## Annual In-Service Training for Janitorial Employees

Mandatory for All Employees	Required by Janitorial Position
→ HAZWOPER	→ Cleanroom Cleaning
→ Asbestos Awareness	→ Confined Space Entry
→ Personal Protective Equipment	→ Driver / Forklift Safety
	→ Ladder Safety
	→ Electrical Safety
	→ Lockout / Tagout

## Supervisory Training

Supervisory training is a major factor in delivering the full value of contract service. To ensure we deliver our service promise, C&W Services has developed supervisory training that cultivates superior managerial skills and technical proficiency. Additionally, supervisors who are identified as management candidates have a Personal Development Plan (PDP) created for them. The PDP is a personal roadmap for training and development. For more information on our PDP, see the following page.

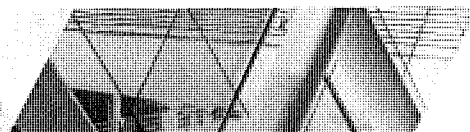
## Management Training

In addition to completing our supervisory training programs, C&W Services managers are provided comprehensive training in company programs and from best-in-class providers. Our training:

- Enhances workforce productivity
- Provides a clearly defined career path
- Decreases turnover while it increases stability

Management training and personal development provides C&W Services a continual source of highly proficient and skilled managers from which to promote internally. The following highlights a portion of our management training program.

Mandatory for All Managers	Elective Courses
→ Compliance with U.S. Customs and Border Protection (CBP)	→ Quality Supervision
→ Financial Integrity	→ Fundamentals of Supervision
→ Wage and Hour Laws - FLSA	→ Computer Applications
→ Policy of Business Conduct	→ Employment Management
	→ Safety Management
	→ Federal HR Program Compliance - ADA and FMLA
	→ Documenting Discipline
	→ Performance Appraisal
	→ Behavioral Interviewing
	→ Conflict Resolution
	→ Train the Trainer
	→ Time Management



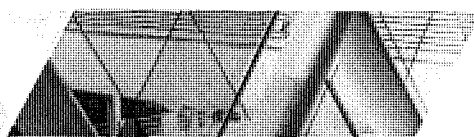
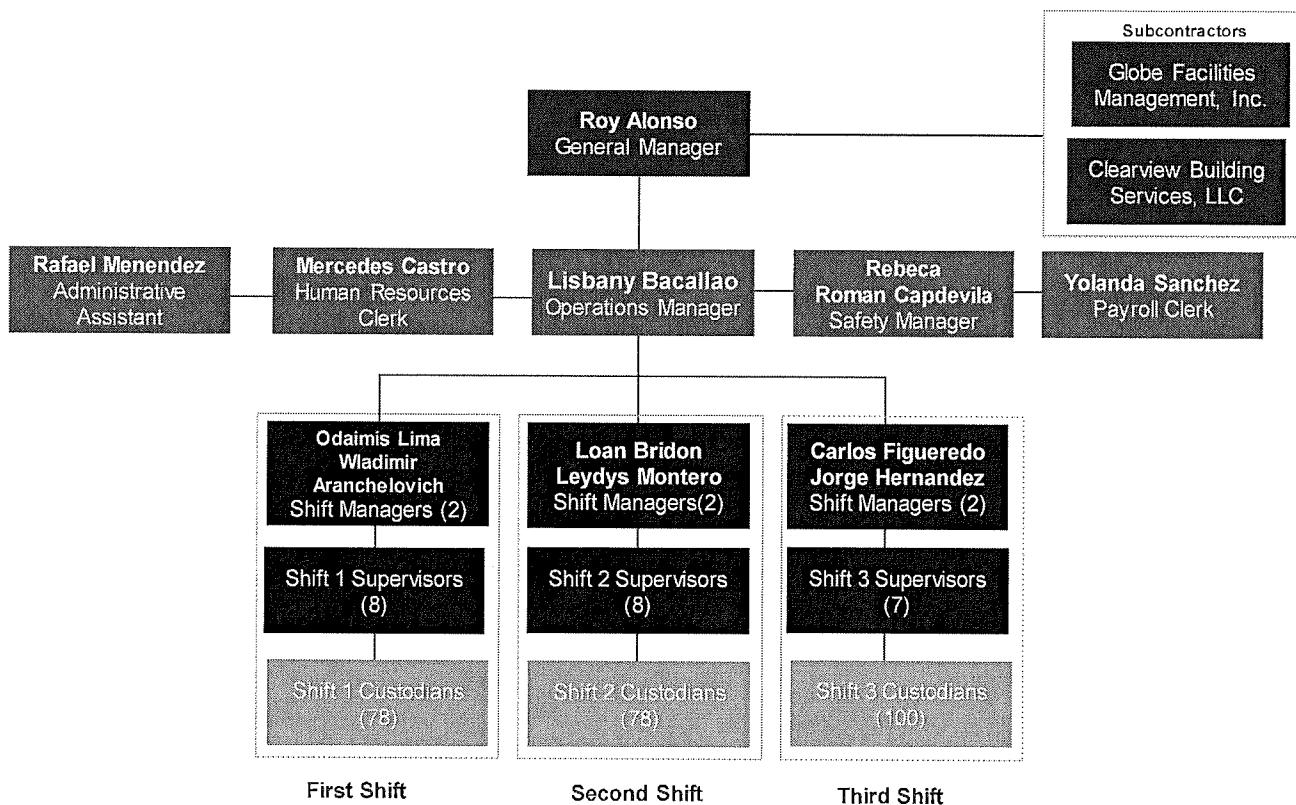


Additionally, Proposer must specifically provide a detailed Work Plan including, but not limited to:

a) Proposed organization and management of the services, including the responsibilities of Proposer's management and staff personnel, and the proposed tasks to provide the services;

The C&W Services team responsible for the overall management of the MIA janitorial service is Milly Diaz, Florida Director of Operations and Roy Alonso, General Manager. Milly has worked with our team at MIA since 2007 and Roy has over 38 years of experience working at the airport and four years working for C&W Services managing the janitorial contract. Their combined janitorial management expertise and knowledge of the airport is invaluable to the smooth running of the janitorial operation at the airport. Roy has an experienced staff of five reporting to him who are responsible for operations, administrations, human resources, safety and payroll.

The chart below shows the management and staff structure.





## Management and Staff Personnel Responsibilities

The responsibilities for our management and staff personnel are show below for the following positions:

- General Manager
- Operations Manager
- Administrative Assistant
- Shift Manager
- Shift Supervisor
- Custodian I
- Custodial II – Specialist

### General Manager

#### Responsibilities and Tasks

**Roy Alonso** is C&W Services' general manager for MIA and is responsible for the management of an account and the management team. Specific responsibilities include:

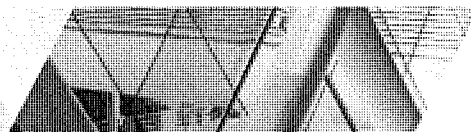
- Work-scheduling of all account personnel
- Establishing work standards
- Conducting site evaluations/audits
- Inventory/equipment usage
- Budget control
- Employee evaluations
- Troubleshooting/problem solving
- Orientation/training of supervisor and support personnel
- Customer relations
- Special project work as requested

### Operations Manager

#### Responsibilities and Tasks

**Lisbany Bacallao** is C&W Services' operations manager for MIA and is responsible for the overall management of the account and supervises the Shift Managers and Supervisors assigned to individual projects. Specific tasks include:

- Customer relations/retention
- Quality assurance oversight
- Employee assessment/staffing
- Employee development
- Budget oversight
- Cost containment and reduction
- Short/long range planning
- Problem solving,
- New product/service delivery





## Administrative Assistant

### Responsibilities and Tasks

**Rafael Menendez** is C&W Services' administrative assistant and is responsible for answering and directing all incoming calls including customer service calls and providing a variety of secretarial and administrative duties for the account manager and management team. He is also responsible for:

- Performing scheduling functions
- Performing financial processing
- Monitoring customer work requests
- Handling subcontractor relations.

## Shift Manager

### Responsibilities and Tasks

The Shift Manager is responsible for supervising the day-to-day activities of one or more work areas during a specific shift, as well as directly supervising the supervisory team and cleaning personnel. Specific tasks include:

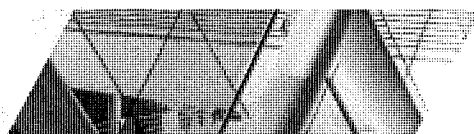
- Scheduling
- Orientation
- Performance evaluation
- Training
- Inventory control
- Communicating/resolving customer complaints effectively
- Quality assurance

## Shift Supervisor

### Responsibilities & Tasks

The Supervisor is responsible for supervising the day-to-day activities of one or more work areas, as well as directly supervising cleaning personnel. Specific tasks include:

- Scheduling
- Orientation,
- Performance evaluation
- Training
- Inventory control
- Communicating/resolving customer complaints effectively
- Quality assurance





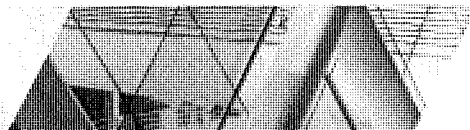
## Custodian I

### Responsibilities and Tasks

The custodian I is responsible for performing the day-to-day and periodic cleaning activities in assigned work areas. Basic tasks may include any combination of the following:

- Performs basic cleaning tasks including but not limited to: dusting, mopping, sweeping, vacuuming, trash collection and removal, and restroom and break area cleaning.
- Maintains friendly, efficient, positive customer service attitude toward customers, clients and co-workers. Is responsive to customer needs.
- Assists in enhancing productivity and efficient operations of the department.
- Demonstrated efficient and safe use of housekeeping equipment and solutions as observed by supervisor.
- May disinfect and sterilize equipment and supplies, using germicides and sterilizing equipment.
- Maintains a clean and orderly environment in the assigned area to protect safety and health of others.
- Diligently employs universal precautions when disposing of trash and bio-hazardous materials.
- Thoroughly mops and vacuums floors in accordance with established guidelines.
- Keeps cart properly stocked with equipment and cleaning supplies; ensures all chemicals are properly labeled, and all equipment is in good working condition.
- Keeps utility and storage rooms in clean and orderly condition.
- Cleans rooms, hallways, lobbies, lounges, rest rooms, corridors, elevators, stairways, and other areas.
- Performs all other related duties

Specific responsibilities for each individual custodian will be determined by customer expectations, supervisor discretion, and cleaner capabilities and experience.





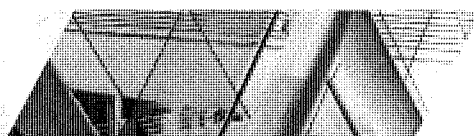
## Custodian II – Specialist

### Responsibilities and Tasks

The Custodian II “Specialist” is responsible for performing the day-to-day and periodic cleaning activities in assigned work areas. Basic tasks may include any combination of the following:

- Performs a variety of cleaning tasks including but not limited to: dusting, mopping, sweeping, vacuuming, trash collection and removal, and restroom and break area cleaning, carpet shampooing, stripping, waxing and buffing floors and stairwells.
- Operates a variety of cleaning equipment including heavy floor waxing machines, strippers, buffers, carpet shampooers or forklifts.
- Assists in enhancing productivity and efficient operations of the department.
- Promotes effective interpersonal and interdisciplinary relationships, maintaining professional conduct at all times.
- Demonstrates commitment to professional growth and competence by adherence to component and departmental annual training commitments.
- Mixes cleaning chemicals / compounds according to recommended manufacturer’s instructions.
- Utilizes the proper chemicals and methods to clean up various spills, graffiti and stains.
- Cleans and sanitizes water fountains, floors, walls, windows, doors, blinds, bathroom fixtures, etc.
- Stocks required supplies such as paper products, soap dispensers, etc.
- Uses appropriate cleaning chemical(s) per manufacturer's specifications.
- May be required to fill out or complete assigned work orders.
- May be required to follow clean room techniques and regulations.
- Complies with all company policies and procedures and adhere to company standards.
- Perform all duties in accordance with established safety procedures.
- Performs other job-related duties as requested.

Specific responsibilities for each individual custodian will be determined by customer expectations, supervisor discretion, and cleaner capabilities and experience.





b) Proposer's approach to providing high quality service to facilities (i.e., restrooms) with high traffic, including the use of unique methods to ensure high performance;

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## Our Program Improvement Highlights

In March 2018, C&W Services performed an extensive analysis on all areas within our scope of work. Our teams focused on areas that directly impact visitor opinions of our performance and MIA in general. The objective of this assessment was to determine the cleanliness and physical appearance and condition of the public restrooms at MIA and document the findings.

We reviewed the cleanliness of the floors, toilets, urinals, sinks, counters, walls and partitions. Additionally, this team also documented the adequate availability of consumables (toilet paper, paper towels, hand-soap) and the condition of the trash receptacles. We assessed the physical operating condition of all fixtures, appliances, and surfaces from an aesthetic and functional standpoint.

As a result of the evaluation, C&W Services implemented and/or tested the following at MIA:

### Recent Improvements in cleaning products, supplies and restroom upgrades and equipment.



#### UPGRADED CLEANING PRODUCTS

Upgraded to Johnson Diversey chemicals  
Johnson Diversey provides employee training for new chemicals and systems

#### CLEANING SUPPLIES

Introduced microfiber mops and rags to all attended restrooms

#### RESTROOM UPGRADES

Installed new jumbo toilet paper dispensers  
Upgraded urinal screens






Recent improvements in innovative equipment such as robotic scrubbers and ride on-vacuums and burnisher.



## INNOVATIVE EQUIPMENT

- Deployed two **robotic scrubbers** to the North Terminal which can clean 45,000 sf per hour.
- Deployed **ride-on vacuums** with productivity of 40,000 sf/hour vs 6,000 sf/hour for walk-behind vacuums
- Deployed **ride-on burnishers** with productivity of 34,000 sf/hour vs 5,000 sf/hour for walk-behind burnishers

Recent Improvements in customer service training and technology:

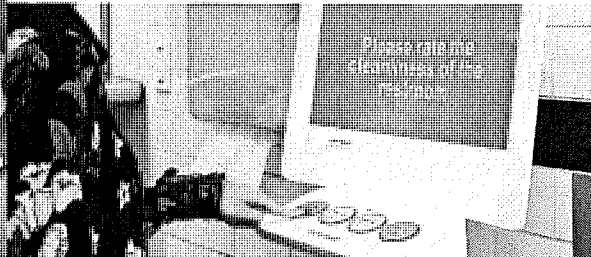


## CUSTOMER SERVICE TRAINING

- Provided customer service training to 100% of the staff on the island.

## TECHNOLOGY PILOTS

- Conducted a pilot on restroom trash sensors
- Conducted a pilot of two customer feedback programs (ZAN Compute and Happy or Not)





## ZAN Compute: Delivering High Quality Service for High Traffic Restrooms

The high-traffic restrooms at the Airport will have dedicated attendants. We will follow the scope for service frequencies as outlined in the technical specifications, coordinating with the County to make sure the restrooms are receiving high quality service.

Another way to ensure high performance cleaning for restroom besides involves the use of technology sensors placed in restrooms. ZAN Compute can monitor frequencies and feedback to create the most efficient cleaning schedule in order to do the best possible job for the airport and its passengers.

One of the more exciting innovation options we can provide is the implementation of restroom sensors with our partner **ZAN Compute**. Trash sensors and paper dispenser technology is widely available in the market place, however, through our exclusive partnership with ZAN Compute we are now adding sensors to restroom faucets and flush valves.



Through this process we can;

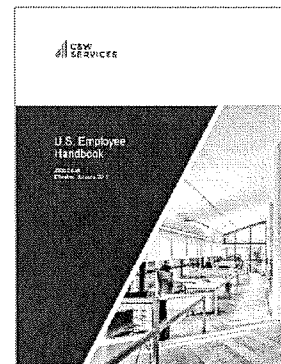
- Track when heavy usage is occurring in the building **in real-time** on any smart phone device allowing **immediate** response to user activity.
- Define building trends/activity to **position staff based on predictive activity** instead of frequency-based cleaning (i.e. every restroom every four hours). Through this process we can now recalibrate staff to address areas that require the most attention throughout the day.
- **Complaint reduction and avoidance** through sensor alerting cleaner before stock runs out
- **Accurately track and reduce paper costs** by optimizing precise ordering and budgeting processes.

c) Employment policies and procedures; labor relations

Many employee policies and procedures are included in our C&W Services Employee Handbook. This valuable tool is given to every employee and comes in four languages: English, Spanish, Portuguese, and Haitian. The handbook includes:

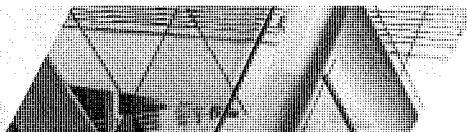
- |                                  |                         |
|----------------------------------|-------------------------|
| → Introduction to C&W Services   | → Standards of Conduct  |
| → Employment Policies            | → Hours of Work and Pay |
| → Safety and Accident Prevention | → Time-Off Benefits     |

C&W Services has facilitated a positive relationship with local Teamsters Local 769 which represents the janitorial staff throughout the length of the contact.



C&W Services ensures labor relations matters pertaining to our employees are quickly and professionally resolved. Our local human resources team are supported by our Labor Relations Department. James Canavan, Vice President of Labor Relations, and William Macco, Director, Labor Relations and their staff are dedicated to labor relations functions including union contract negotiations, arbitration litigation and responding to governmental agencies regarding labor charges.

For a full overview human resources overview, please see page 67.





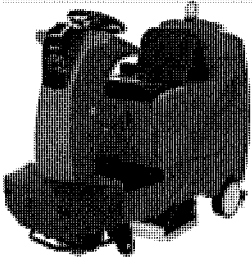
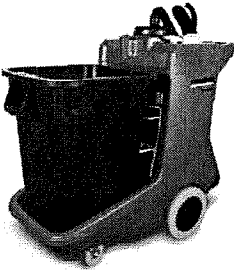
d) Proposed supply levels for cleaning chemicals, materials and supplies, and all furnishings, fixtures and equipment required to perform the services;

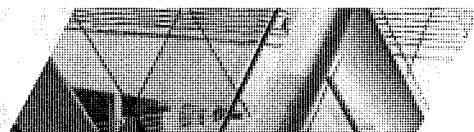
C&W Services is proposing the most innovative solutions available to us. We will be providing all new equipment as required in the WOPR. We have developed strategic partnerships with leading equipment and materials vendors. These partnerships provide us direct access to R&D processes and give our clients access to the newest technologies available in the industry.

The distribution of the proper tools in efficient quantities ensures successful task completion adhering to MIA quality standards. All employees are trained in the proper use and maintenance of this equipment.


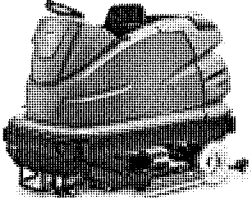
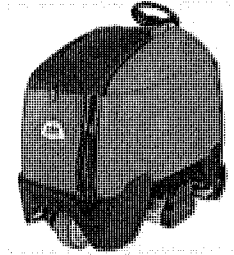
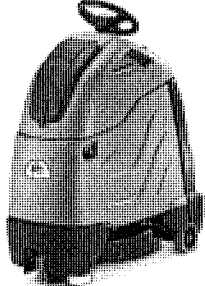
**Our Innovations, Solutions and Change team** lead the development, implementation, and support of our janitorial service lines strategies, inclusive of research and development for processes, products, and equipment.

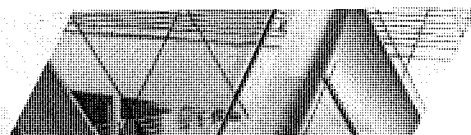
Please find all proposed equipment and descriptions outlined below:

Equipment	Description	MIA Benefit	Replaces MIA Equipment
 <p><b>Robotic Scrubber</b></p>	<ul style="list-style-type: none"> <li>→ Brain Corporation Autonomy RS26</li> <li>→ Password protected user interface</li> <li>→ Overlapping sensors for people/object detection</li> <li>→ Multi-layer sensor system</li> </ul>	<ul style="list-style-type: none"> <li>→ Maximizes efficiency</li> <li>→ Reduces cost</li> </ul>	<ul style="list-style-type: none"> <li>→ Advance Terra 4300 B</li> </ul>
 <p><b>Integrated Vac Cart</b></p>	<ul style="list-style-type: none"> <li>→ Kärcher ECO! T11 Bp Liner DELUXE</li> <li>→ 10-year warranty</li> <li>→ Simple one-touch power switch</li> <li>→ Industry-leading 100-minute continuous battery life</li> </ul>	<ul style="list-style-type: none"> <li>→ Quiet operation for daytime cleaning</li> <li>→ Configured for productivity convenience</li> <li>→ Efficient cleaning</li> </ul>	<ul style="list-style-type: none"> <li>→ N/A</li> </ul>

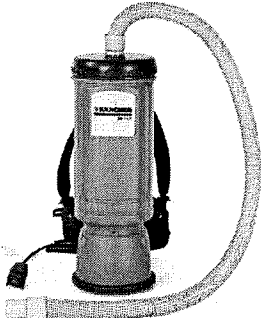


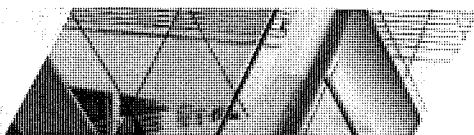


 <p><b>Rider Burnisher</b></p>	<ul style="list-style-type: none"> <li>→ Tennant B10 Rider Burnisher</li> <li>→ Hydrolink battery watering system</li> <li>→ 20% more horsepower than leading competitor</li> <li>→ Three speeds and three down pressure settings</li> <li>→ 18-degree automated head-lift for safe and easy pad changing</li> </ul>	<ul style="list-style-type: none"> <li>→ Improve Indoor Environmental Quality (IEQ)</li> <li>→ Quickly and easily burnish large and small areas</li> <li>→ Protects from possible acid contact and other risks associated with open battery maintenance</li> </ul>	<ul style="list-style-type: none"> <li>→ Nilfisk Advance, Advolution Ride on Burnisher</li> </ul>
 <p><b>Floor Scrubber</b></p>	<ul style="list-style-type: none"> <li>→ Kärcher Ride-On Floor Scrubber B 250 R</li> <li>→ Roller brush with 39" working width</li> <li>→ 66 gallon water tank</li> <li>→ 36 V/ 650 Ah battery power</li> <li>→ 3-level speed</li> </ul>	<ul style="list-style-type: none"> <li>→ Easily maneuvered in confined spaces</li> <li>→ Increased productivity by 20%</li> <li>→ Water and energy saver</li> <li>→ User-friendly</li> </ul>	<ul style="list-style-type: none"> <li>→ Advenger 2810 &amp; Tennant 17" Scrubber, Adhancer 28C</li> </ul>
 <p><b>Stand-On Extractor and Interim Cleaner</b></p>	<ul style="list-style-type: none"> <li>→ Windsor Chariot 3 iExtract 26 DUO</li> <li>→ Auto-adjust dual vacuum for maximum water pickup</li> <li>→ Dual vacuum motors</li> </ul>	<ul style="list-style-type: none"> <li>→ Reduce labor costs</li> <li>→ Increases productivity and decreases down-time</li> <li>→ Lower maintenance and operating cost</li> <li>→ Quiet operations for daytime cleaning</li> </ul>	<ul style="list-style-type: none"> <li>→ Aquaride AXP Rider Extractor</li> </ul>
 <p><b>Burnisher</b></p>	<ul style="list-style-type: none"> <li>→ The Chariot 2 iGloss 20</li> <li>→ 360-degree mobility</li> <li>→ 2000 RPM pad driver</li> <li>→ Lowest dBA in the industry</li> </ul>	<ul style="list-style-type: none"> <li>→ High indoor air quality</li> <li>→ Convenient disposable bag</li> <li>→ Fits easily into tight and busy areas</li> </ul>	<ul style="list-style-type: none"> <li>→ 335 Tomcat Ride On Burnisher</li> </ul>

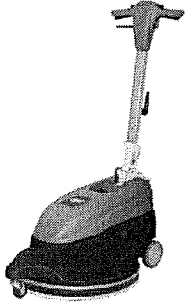
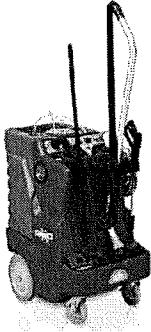
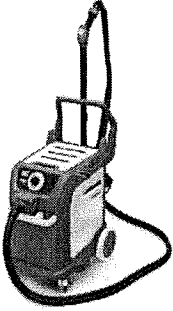


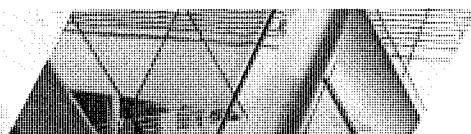


 <p><b>Compact Stand-On Vacuum</b></p>	<ul style="list-style-type: none"> <li>→ Windsor Chariot 2 IVAC 24 ATV</li> <li>→ 360-degree visibility</li> <li>→ HEPA filtration standard</li> <li>→ 68 dBA</li> <li>→ Easy no-tool removal of the rotating brushes</li> </ul>	<ul style="list-style-type: none"> <li>→ Increases productivity</li> <li>→ Quiet operations for daytime cleaning</li> <li>→ Easy maneuverability for confined spaces</li> </ul>	<ul style="list-style-type: none"> <li>→ Champion Kent Wide Area Vacuum</li> </ul>
 <p><b>Floor Machine</b></p>	<ul style="list-style-type: none"> <li>→ Kärcher – BDS 43/Duo C</li> <li>→ All-surface: cleaning, scrubbing, sanding, polishing, extraction and grinding</li> <li>→ Dual-action Orb Technology</li> <li>→ Spins at 80 RPM</li> </ul>	<ul style="list-style-type: none"> <li>→ Higher versatility and increased productivity</li> <li>→ Cleans eight different floor surfaces</li> </ul>	<ul style="list-style-type: none"> <li>→ Advance Pacesetter 20TS</li> </ul>
 <p><b>Backpack Vacuum</b></p>	<ul style="list-style-type: none"> <li>→ Kärcher – BV 11/1</li> <li>→ Four-stage vacuum filtration</li> <li>→ Swivel hose connection</li> <li>→ Equal weight distribution</li> <li>→ Accessible vacuum attachments</li> <li>→ 10-quart filter bag</li> </ul>	<ul style="list-style-type: none"> <li>→ Higher productivity</li> <li>→ Quiet operation for daytime cleaning</li> <li>→ Ultimate air quality</li> </ul>	<ul style="list-style-type: none"> <li>→ Advance Back Vacuum XP</li> </ul>
 <p><b>Floor Scrubber</b></p>	<ul style="list-style-type: none"> <li>→ Kärcher BR 30/12 Bp</li> <li>→ Compact and lightweight</li> <li>→ Battery-powered</li> <li>→ Portable use</li> </ul>	<ul style="list-style-type: none"> <li>→ Safety improvement with elimination of power cable</li> <li>→ Versatile for airport use</li> </ul>	<ul style="list-style-type: none"> <li>→ Tennant 17" Scrubber</li> </ul>

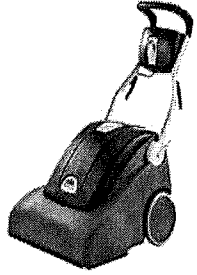
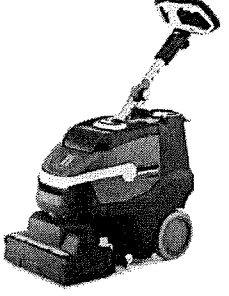
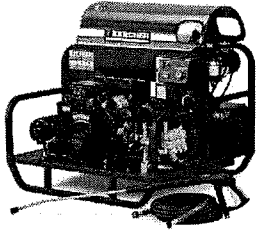
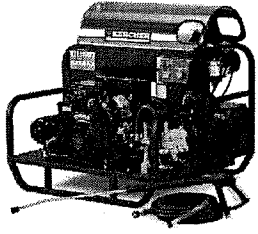


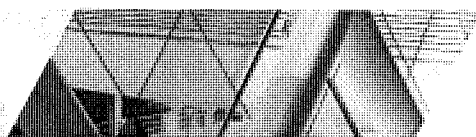


 <p><b>Burnisher</b></p>	<ul style="list-style-type: none"> <li>→ Tennant BR-2000-DC Burnisher</li> <li>→ Powerful 2,000 RPM pad rotation</li> <li>→ 15-45 lb /7-20 kg variable pressure</li> <li>→ 66 dBA sound level and low vibration</li> </ul>	<ul style="list-style-type: none"> <li>→ High-speed efficiencies</li> <li>→ Easy-to-use controls</li> <li>→ Reduction of airborne dust during cleaning</li> <li>→ High indoor air quality</li> <li>→ Polish uneven floors with single piece of equipment</li> </ul>	<ul style="list-style-type: none"> <li>→ Ultra VS20 UHS Nilfisk Advance Cord Electric</li> </ul>
 <p><b>Surface Cleaning</b></p>	<ul style="list-style-type: none"> <li>→ Windsor Compass 2</li> <li>→ State-of-the-art touchless cleaning</li> <li>→ Four-in-one cleaning kit</li> <li>→ Multiple pressure rinse options</li> </ul>	<ul style="list-style-type: none"> <li>→ Dries in 1/3 less time</li> <li>→ Increase productivity</li> <li>→ Reduce labor costs</li> </ul>	<ul style="list-style-type: none"> <li>→ VJ Kaivac Restroom Cleaners</li> </ul>
 <p><b>Steam Vacuum Cleaner</b></p>	<ul style="list-style-type: none"> <li>→ Kärcher SGV 6/5</li> <li>→ Easy operation switch</li> <li>→ Secure accessory integration</li> <li>→ One control for all functions</li> </ul>	<ul style="list-style-type: none"> <li>→ More efficient cleaning</li> <li>→ Higher productivity</li> </ul>	<ul style="list-style-type: none"> <li>→ Chattanooga Plus Steam Cleaner 110V</li> </ul>





 <p><b>Vacuum Cleaner</b></p>	<ul style="list-style-type: none"> <li>→ Windsor NuWave</li> <li>→ Dual counter-rotating brushes</li> <li>→ No-slip cord wrap design</li> <li>→ Compact storage options</li> </ul>	<ul style="list-style-type: none"> <li>→ Productivity of 9,300 ft<sup>2</sup>/hr</li> <li>→ 98% filtration bag for air quality improvement</li> </ul>	<ul style="list-style-type: none"> <li>→ CarpetTwin 16X</li> </ul>
 <p><b>Walk-Behind Compact Floor Scrubber</b></p>	<ul style="list-style-type: none"> <li>→ Kärcher BR 35/12 Bp</li> <li>→ Compact, lightweight and battery-powered</li> <li>→ Rotatable brush head</li> <li>→ 2-tank system</li> </ul>	<ul style="list-style-type: none"> <li>→ Quick-charging and high-performance battery for higher productivity</li> </ul>	<ul style="list-style-type: none"> <li>→ Tennant 17" Scrubber</li> </ul>
 <p><b>Pressure Washer</b></p>	<ul style="list-style-type: none"> <li>→ Kärcher – HDS 4.7/35 Pe Cage</li> <li>→ 4.7 GPM of hot water at up to 3,500 PSI</li> <li>→ ETL certified</li> <li>→ 7-year warranty</li> <li>→ Powerful belt-drive</li> </ul>	<ul style="list-style-type: none"> <li>→ Highly-efficient</li> <li>→ Easily transported</li> <li>→ Reduced vibration</li> </ul>	<ul style="list-style-type: none"> <li>→ Landa MHPS 3500 Trainer Mounted</li> </ul>
 <p><b>Pressure Washer</b></p>	<ul style="list-style-type: none"> <li>→ Kärcher – HDS 3.9/30 Pe Cage</li> <li>→ 3.9 GPM of hot water at up to 3,000 PSI</li> <li>→ ETL certified</li> <li>→ 7-year warranty</li> <li>→ Powerful belt-drive</li> </ul>	<ul style="list-style-type: none"> <li>→ Highly-efficient</li> <li>→ Easily transported</li> <li>→ Reduced vibration</li> </ul>	<ul style="list-style-type: none"> <li>→ Hydrotek SC30008KAF</li> </ul>





e) Plans to interview and/or hire incumbent Contractor's employees, including examples of any establishments where this policy of hiring local and/or incumbent contractor's employees has been implemented;

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We have extensive experience in hiring local and/or incumbent contractor's employees. Specific to MIA, in 2001, C&W Services had the task of hiring the entire existing janitorial staff at the airport, comprising over 600 full-time employees. In 2008, as part of the renewal of the contract and in order to comply with the SBE component of the contract, we were tasked with a similar process in identifying staff to be hired by the small business enterprise selected as C&W Services' partner. We have done the same at other airport facilities such as SeaTac and Logan Airport.

With MDAD planning to split the airport into two zones, and as the incumbent in Zone 2, our goal will be to assist any new contractor selected for Zone 1 with the transitioning of our staff, in a joint effort with Teamsters Local 769 and our labor relations expert, James Canavan.

In addition to the aviation industry we often hire local and incumbent contractor's employees at other accounts. If we are awarded a new contract to remain the incumbent in Zone 2, there will be no interruption nor disturbance of services at MIA. We will work with the awarded vendor for Zone 1 to transition our current staff in Zone 1 as smoothly as possible. Our local human resources team will work diligently to handle the transition alongside Teamsters Local 769 and our corporate's labor relations team.

f) Project schedule identifying specific key tasks, milestone dates and duration;

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As the incumbent, we understand that with the new contract structure there will be adjustments to be made in our key tasks and milestone date. Please refer to page 73 which contains our transition plan.

g) List of specific reports and deliverables; and

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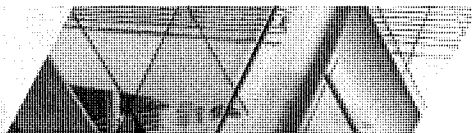
## Quality Assurance - Tools and Reporting

Where service is the deliverable, quality assurance is the unqualified necessity. C&W Services assures quality service through measurement, technology, and communication. Our Quality Management System consists of:

- Innovations Solution & Change Team
- CleanTelligent software
- Dedicated Resource – Safety/Quality Manager
- Tiered Governance Model
- Key Performance Indicators (KPIs)

## Dedicated Resource – Safety/Quality Manager

We have a dedicated safety manager Rebeca Roman Capdevila who also oversees our quality assurance program. For Rebeca's full biography and qualifications please refer to page 16.





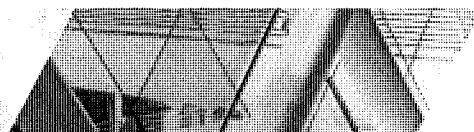
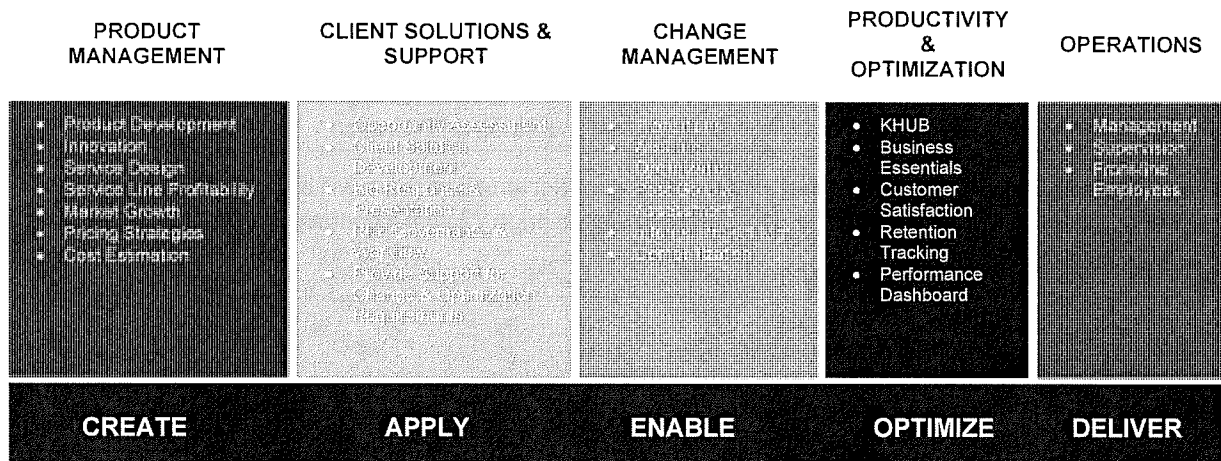
## Innovation, Solutions & Change Team

C&W Services utilizes the Innovation, Solutions & Change (ISC) team to lead transitions, design and develop best-in-class systems, practices and standardized processes for use by operations and clients.

The team, led by Jeff Walters, Vice President of Innovation, Solutions & Change, is a consolidation of experienced resources, including Vice Presidents, Directors, and Managers in our Solutions and Transitions, Workflow Management, Cost Estimating, and Technical Services business units.

The ISC partners with business development and operations departments to provide facility assessment services and acts as a conduit between solutions, operations, and business development. The ISC helps transition site directors to lead and facilitate the start-up processes of each new strategic integrated facilities services account and offers ongoing client support.

The following lifecycle depicts the role of the ISC through the various stages of client acquisition and support.





## Janitorial Innovation

C&W Service will leverage our janitorial subject matter experts (SMEs) to ensure that our processes and procedures at MIA provide standardization, along with operational excellence and continuous improvement through industry best practices. C&W Services is investing in new and innovative janitorial programs that consistently enhance and deliver high quality service. Leading C&W Services innovation and continuous improvement efforts at MIA are Connie Arana, Janitorial Services Solutions.

Connie is tasked with creating value for our customers, defining and implementing standard processes and procedures, along with operational excellence and continuous improvement processes. She collaborates with our national supply chain partners, allowing direct access to R&D processes, the newest technologies available in the industry, best practices, and lowering operational spend.



**Connie Arana, Janitorial Services Solutions Manager |**

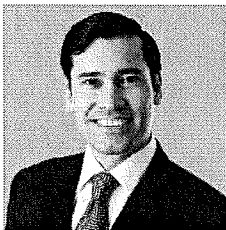
+1 650 787 8394 | [connie.arana@cwservices.com](mailto:connie.arana@cwservices.com)

Connie focuses on integrating innovative equipment and technology in the development of labor strategies to support the efficient provision of high quality and reliable janitorial services. With more than 8 years of janitorial service experience in Class A, Class C, GMP and Critical Space. She has successfully pioneered change through Employee Engagement, USWW/SEIU Union Strategy and Safety Culture development.

## Client Solutions & Support

ISC transition leaders, led by Ken Stack, Vice President of Solutions & Transitions -- in partnership with Operations -- collect and refine standardized transition methods, operating procedures, job plans, and other data which is available for reference and use by all C&W Services operations within a web-based repository.

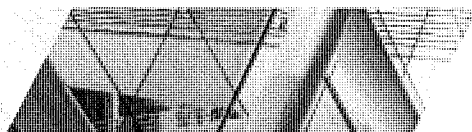
The Solutions & Transitions team provides process design, technology implementation and support services. This includes the implementation of Computerized Maintenance Management Services (CMMS) solutions, CleanTelligent (janitorial inspection system), and Business Essential tool for quality management, data analysis, work order requests and self-service, and our KnowledgeHub (KHUB) for client collaboration and account management.



**Ken Stack, PE, LEED AP, Vice President, Transition Solutions**

Direct +1 617 630 7425 | [ken.stack@cwservices.com](mailto:ken.stack@cwservices.com)

Ken Stack drives the creation and delivery of innovative, results-oriented end-to-end solutions that create value for C&W Services clients. Tasked with the execution of account start-up and transition activities for major accounts, Ken provides organizational leadership through change management, mission definition and staff development.



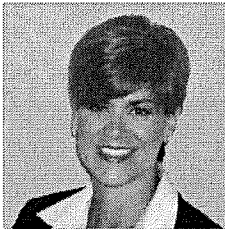


## Change Management

The ISC's Change Management function employs a comprehensive system methodology for regulatory compliance including an end-to-end process for the development and delivery of SOPs and Change Control. Within the Business Essentials system, our integrated services solution focuses on the facilities and equipment system.

We view change control as continuous improvement. Our commercial practice is based on dedicated centers of excellence, aligned with the change development model, supported by functional SMEs in: Quality, Compliance, HSSE, Business Intelligence, and Analytics.

This structure ties together sites with similar purposes across the viable sites and practices, ensuring not to impact regulated review change control.



**Christine McKinlay**, Senior Director, Facility Solutions & Support Team  
Mobile: +1 941 725 3008 | christine.mckinlay@cwservices.com

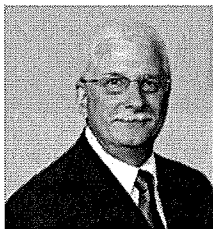
With deep consulting experience, Christine's functional expertise includes Roadmap Development, Operating Process Management, and Operations & Service Delivery Optimization. With a strong combination of "hands-on" management, collaborative style and experience in business/strategic planning, change management, and business transformation.

C&W Services' integrated technology delivers a single solution for managing customers' facility services. Our enterprise-wide system is **effective and scalable** for a single local facility, or a portfolio with hundreds of facilities distributed throughout North America.

Our technology solution:

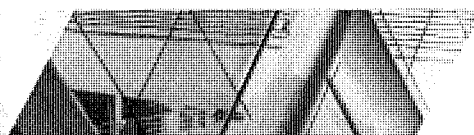
- Automates all reporting and financial processes
- Turns data into knowledge
- Distributes that knowledge to the proper C&W Services and customer personnel
- Leverages Internet and wireless technologies

Henry Marc, Senior Director of Technology & Solutions, leads this effort, with expertise in computerized maintenance management system (CMMS) implementation, work flow optimization, asset and facility condition assessments, building audits, due diligence investigations, facility commissioning, standard and critical operating procedure creation, process workflow analysis, facility labor needs analysis, facility design review, new account transition management, and operations management consultation.



**Henry Marc, CPE**, Senior Director, Technology & Solutions  
Direct +1 617 559 4150 | henry.marc@cwservices.com

Henry's team's primary responsibility is to provide technical support and innovative solutions for C&W Services' operations support software platforms. As the Senior Director in FMS, he provides integrated technical operations and business management solutions for facilities and plant management clients throughout North America.





## Productivity & Optimization Team

The objective of the Productivity & Optimization team is to enhance the customer experience by providing standardized and predictable services that are guided by a robust continuous improvement philosophy. Further, the goal is to improve operating margin performance by leveraging best business practices and inspecting operational and financial compliance of standards, processes and procedures through the Day-in-the-Life-of (DILO) evaluation.

Leading our Productivity & Optimization Team initiative is Senior Director, Claudia Salgado-McDonald.



**Claudia Salgado-McDonald**, Senior Director, Productivity & Utilization  
Mobile: +1 480 740 1554 | [claudia.salgado-mcdonald@cwservices.com](mailto:claudia.salgado-mcdonald@cwservices.com)

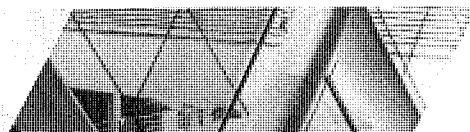
Claudia works with C&W Services accounts to recommend areas that drive improvements in productivity, cost and quality. With over 15 years of industry experience, Claudia helps drive operational improvements focused on cost structure, operating efficiency and service quality.

## Day in the Life of (DILO) Study

During a DILO, a front-line employee is shadowed during their shift. We monitor the everyday work that our teams deliver—including operational and financial compliance and standards, and evaluation of processes to provide recommendations to increase productivity, efficiency, and deliver a more consistent service to the client.

A final report is delivered within 30 days after the site visit, providing recommendations and an implementation plan to maximize cost savings and efficiency.

We have conducted numerous DILO studies at MIA, including as part of the preparation for developing our new work plan as part of our submittal for this WOPR. We recommend that DILOs are conducted on a regular basis.

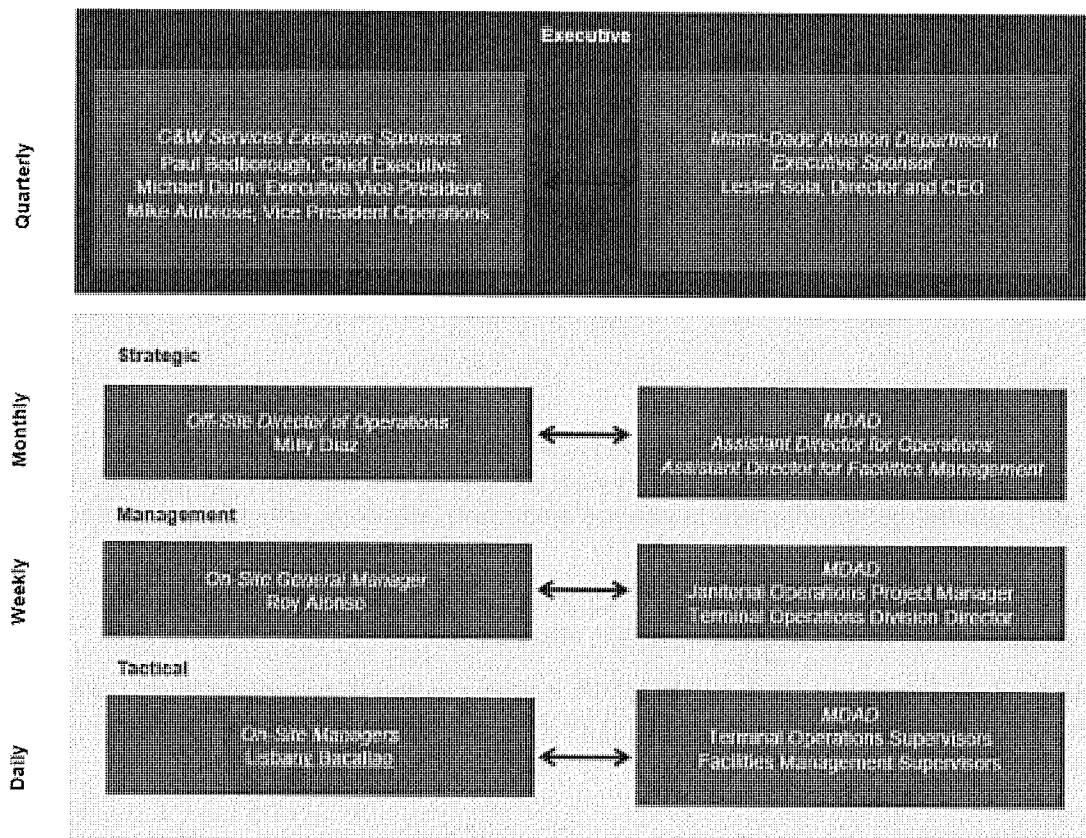




## Tiered Governance Model

A tiered governance model encourages communication at multiple levels between the two organizations at the appropriate cadence with quarterly, monthly, daily and weekly as examples of meeting intervals.

The graphic below shows a possible structure for a tiered governance model at MIA.



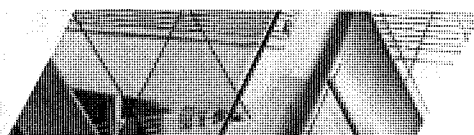
Below is an example of what the meetings and reviews would cover

**Quarterly Business Review (QBR) Meetings:** *Quarterly reports reviewed, actions monitored.*

- Determine compliance with any Service Level Agreements (SLAs)
- Review budgets and costs
- Assess KPIs in customer satisfaction, quality, responsiveness and productivity improvements
- Identify service gaps and update service objectives to your current business requirements
- Provide strategic direction from you to site operations, i.e. the airport's initiatives, course corrections, etc.

**Monthly Operations Reporting:** *Review of monthly reports, open actions.*

- Quality inspections and performance-based specifications
- Inspection schedules





- Recommended improvements
- Financial review/cost savings

**Daily Operations Review:** Daily critical ops/vendor activity update.

- Forward planning
- Key activities, issues and concerns

## Computerized Maintenance Management System (CMMS)

C&W Services has the capability to work with the airport's CMMS system to develop an appropriate workflow process and collaborate with the airport's CMMS team to develop reports that will provide the information required to manage the work.

Typical examples of these reports are:

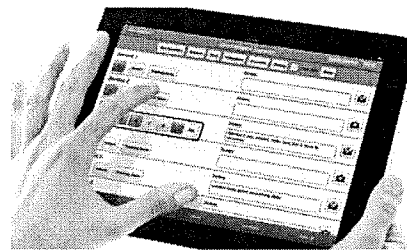
- Open work orders by type, location and assigned to.
- Open back log and aging report
- Number of work orders completed per assigned to and by location per day
- Closed/completed work order report

If approved by MDAD, we will provide your CMMS team with a list of typical periodic tasks, associated frequencies and estimated durations that can be built into the system and generated on schedule for execution.

We will use CleanTelligent, our mobile janitorial inspection application as a tool to manage the quality of our work done on your site. Routine inspection of the areas maintained will be made, inspection data developed, analyzed and reported to you as a measure of the quality of our work and as part of our continuous improvement process.

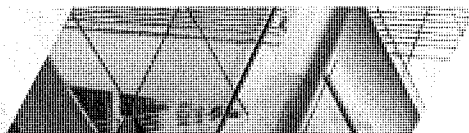
## CleanTelligent

CleanTelligent, by CleanBrain Software Inc., is a fully integrated, mobile and customizable quality control system with advanced reporting capabilities. The CleanTelligent software is adaptable to technologies such as smart phones and tablets, to ensure Managers and Supervisors have access to data anywhere, at any time.



In addition to standard quality, trending and job scheduling reports, CleanTelligent allows users to create customized reports through its Report Writer function; C&W Services and MDAD can determine which reports are best suited for the MIA during Quarterly Business Review meetings.

A unique feature of CleanTelligent, which differs from most standard quality inspection systems, is its work order capabilities. Not only can CleanTelligent be used as an inspection tool to track trends and correct deficiencies, but predetermined Managers and tenants at MIA can submit work orders and receive immediate feedback through its system. CleanTelligent's functionality provides users the ability to automatically notify C&W Services management of any issues and track all progress and communication regarding that issue in a single forum.





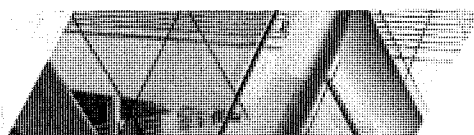
h) Measurable and quantifiable goals and objectives.

## Key Performance Indicators (KPIs)

Our Quality Management System is based on performance assessment and data driven decisions. The following KPIs are representative and can be customized to report performance our janitorial program at MIA. These are the “vital few” KPIs that provide a clear view of performance.

### The “Vital Few” KPIs (Sample)

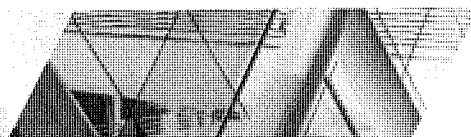
Work Classification	Metric	Expected Performance	Collection and Reporting
<b>Program Management</b>	Customer Satisfaction	95% Min. Positive Rating	Quarterly Customer Survey
	Cost Savings/Avoidance	5-10% Reduction	Quarterly Recap Report
<b>Subcontract Management</b>	Monthly Performance Against Objectives	100% Against Subcontractor Audit	Monthly Performance Audit – Internal
	Inspection of Work Performed	95% Min. Positive Rating	Monthly Report
<b>Safety Training and Compliance</b>	Safety Orientation (OSHA/HAZCOM)	100% Meet all Federal and State Requirements	Training Roster
	Safety Training	100% Compliance with Customer and Company Policy	Semi-Annual Reports/JRC Report
	Employee Development/ Skills Training		
<b>Service Request</b>	Response Time – Emergency	98% within 1 Hour	Work Orders Open/Completed/ Aging Reports
	Response Time – Non-emergency	95% within 1 Business Day	Customer Call Back Report
	Corrective Repair Work Quality/ Effectiveness	95% Requestor Satisfaction	Weekly Internal Review/ Monthly Customer Report/ Quarterly Review
	Work Order Completion Rate	95% Minimum per Month	
<b>Safety</b>	Reportable Incidents	0 Annually	OSHA 200 Log-Accident Report
	Lost Time Injuries	0 Annually	Company and Customer Led Report
<b>Loss Prevention</b>	Key Control/Security Violations	100% Compliance with Company Policy	Monthly Key Audit, Security Report
	Incidents	No Infractions	Daily Incident, Monthly Report





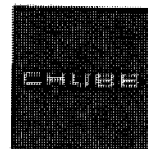
8. Proposer shall provide a letter from the bonding surety stating that the Proposer is capable of meeting the Performance Bond requirements identified in Article 11 the Agreement.
- 

Please reference our surety letter included as an attachment.





May 24, 2019



Miami-Dade County  
Miami-Dade County Aviation Department  
111 NW 1<sup>st</sup> Street, Suite 1300  
Miami, FL 33128

**Re: C&W Facility Services Inc.  
Solicitation WOPR - 01150; Janitorial Services for Miami Interanational Airport, Terminals  
(FGHJ) - Zone 2**

To Whom It May Concern:

Westchester Fire Insurance Company, a corporation under the laws of the State of Pennsylvania, represents C&W Facility Services Inc. for its surety bonding needs.

At the present time, C&W Facility Services Inc. maintains a bond program with of \$15,000,000.00 Single/\$120,000,000.00 Aggregate with Westchester Fire Insurance Company. The statement of these values is neither a commitment nor a limitation of the bonding capacity of C&W Facility Services Inc. At the request of C&W Facility Services Inc., Westchester Fire Insurance Company will give favorable consideration to providing the required performance and payment bonds.

Please note that the decision to issue performance and payment bonds is a matter between C&W Facility Services Inc. and Westchester Fire Insurance Company, and will be subject to our standard underwriting at the time of the final bond request, which will include but not limited to the acceptability of the contract documents, bond forms, and financing. We assume no liability to C&W Facility Services Inc., third parties, or to you if for any reason we do not execute said bonds.

If you have any questions or need any additional information, please do not hesitate to contact me at 312-381-4578.

Sincerely,

**Westchester Fire Insurance Company**

A handwritten signature in cursive script that reads "Susan A. Welsh".

**Susan A. Welsh  
Attorney-in-Fact**

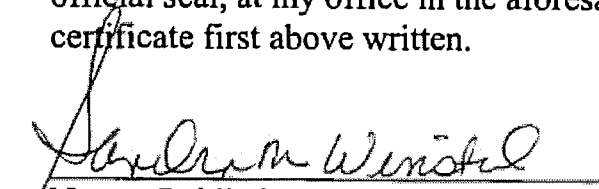


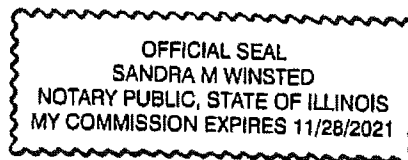
## ACKNOWLEDGEMENT BY SURETY

STATE OF ILLINOIS  
COUNTY OF COOK

On this 24<sup>th</sup> day of May, 2019 before me, Sandra M. Winsted, a Notary Public, within and for said County and State, personally appeared Susan A. Welsh to me personally known to be the Attorney-in-Fact of and for Westchester Fire Insurance Company and acknowledged that she executed the said instrument as the free act and deed of said Company.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal, at my office in the aforesaid County, the day and year in this certificate first above written.

  
\_\_\_\_\_  
Notary Public in the State of Illinois  
County of Cook





# CHUBB

## Power of Attorney

Westchester Fire Insurance Company | ACE American Insurance Company

Know All by These Presents, that WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY corporations of the Commonwealth of Pennsylvania, do each hereby constitute and appoint Jessica B. Dempsey, Debra J. Doyle, Derek J. Elston, Jennifer L. Jakaitis, James B. McTaggart, Judith A. Lucky-Eftimov, Ann Mullins, Sandra M. Nowak, Diane M. O'Leary, Christina L. Sandoval, Bartlomiej Siepierski, Christopher P. Troha, Aerie Walton, Susan A. Welsh and Sandra M. Winsted of Chicago, Illinois

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY have each executed and attested these presents and affixed their corporate seals on this 14<sup>th</sup> day of August, 2018.

*Dawn M. Chloros*

Dawn M. Chloros, Assistant Secretary

*Stephen M. Haney*

Stephen M. Haney, Vice President



STATE OF NEW JERSEY

County of Hunterdon

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On this 14<sup>th</sup> day of August, 2018, before me, a Notary Public of New Jersey, personally came Dawn M. Chloros, to me known to be Assistant Secretary of WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros, being by me duly sworn, did depose and say that she is Assistant Secretary of WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY and knows the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that she signed said Power of Attorney as Assistant Secretary of said Companies by like authority; and that she is acquainted with Stephen M. Haney, and knows him to be Vice President of said Companies; and that the signature of Stephen M. Haney, subscribed to said Power of Attorney is in the genuine handwriting of Stephen M. Haney, and was thereto subscribed by authority of said Companies and in deponent's presence.

Notarial Seal



KATHERINE J. ADELAAR  
NOTARY PUBLIC OF NEW JERSEY  
No. 20162266  
Commission Expires July 16, 2019

*Katherine J. Adelaar*  
Notary Public

### CERTIFICATION

Resolutions adopted by the Boards of Directors of WESTCHESTER FIRE INSURANCE COMPANY on December 11, 2006; ACE AMERICAN INSURANCE COMPANY on March 20, 2009:

"RESOLVED, that the following authorizations relate to the execution, for and on behalf of the Company, of bonds, undertakings, recognizances, contracts and other written commitments of the Company entered into in the ordinary course of business (each a "Written Commitment"):

- (1) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise.
- (2) Each duly appointed attorney-in-fact of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, to the extent that such action is authorized by the grant of powers provided for in such person's written appointment as such attorney-in-fact.
- (3) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to appoint in writing any person the attorney-in-fact of the Company with full power and authority to execute, for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company as may be specified in such written appointment, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
- (4) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to delegate in writing to any other officer of the Company the authority to execute, for and on behalf of the Company, under the Company's seal or otherwise, such Written Commitments of the Company as are specified in such written delegation, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
- (5) The signature of any officer or other person executing any Written Commitment or appointment or delegation pursuant to this Resolution, and the seal of the Company, may be affixed by facsimile on such Written Commitment or written appointment or delegation.

FURTHER RESOLVED, that the foregoing Resolution shall not be deemed to be an exclusive statement of the powers and authority of officers, employees and other persons to act for and on behalf of the Company, and such Resolution shall not limit or otherwise affect the exercise of any such power or authority otherwise validly granted or vested."

I, Dawn M. Chloros, Assistant Secretary of WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY (the "Companies") do hereby certify that

- (i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect,
- (ii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Whitehouse Station, NJ, this

5/24/19



*Dawn M. Chloros*

Dawn M. Chloros, Assistant Secretary

IN THE EVENT YOU WISH TO VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT:

Telephone (908) 903-3493 Fax (908) 903-3656 e-mail: surety@chubb.com



## PROPOSER'S TRAINING PROGRAMS

9. Proposers shall provide and describe in detail, and use representative examples of procedures used, including quality control, safety, customer service, and recycling programs. Proposer must describe standards and methods that address the work to be performed under the Agreement, including the following:

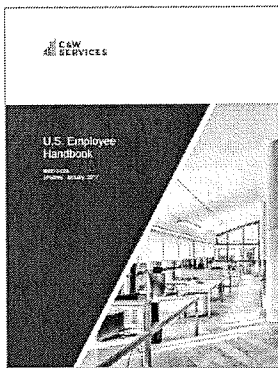
a. General orientation areas of responsibility;

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We will do conduct a complete review of the technical specs and ensure that our schedules and procedures are adjusted as necessary to make sure we are compliant with the new contract.

C&W Services' Training Program is integral to providing high quality services at MIA. Our overall goal is to develop and motivate our staff to create a productive, stable environment.

While training maintains proficiency in an employee's current position, we believe that **development** is an investment in the future of the individual and the corporation. Our training department works closely with management to coordinate activities, create modules, develop manuals, arrange for outside instruction and participate in classroom and field instructions. Our training enhances workforce productivity, provides a clearly defined career path, decreases turnover while it increases stability.



Our program incorporates a variety of teaching methods for higher levels of retention and comprehension, including: C&W Services' proprietary online training Learning Management System, webinars from C&W Services' Corporate Training department, online training, onsite facilitated lectures with online material, and on-the-Job, hands-on demonstration with supervised practice.

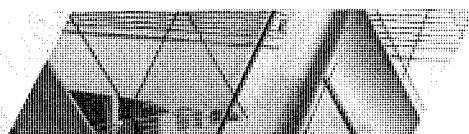
All **custodial employees** complete 13 mandatory courses during startup and are then required to elect position-specific courses from 14 options. Annual in-service, refresher training is provided to maintain proficiency and ensure regulatory compliance.

In order to maintain service delivery, and provide tailored training programs, C&W Services will continue to work closely with MIA management to identify key training areas.

An overview of our janitorial technical skills training program appears below.

### Technical Skills Training

Technical training programs developed for the labor force take several forms, including on-the-job instruction, audiovisual training, self-instruction, and formalized group training. Skills training is the responsibility of the supervisor and generally consists of 15% explanation, 25% demonstration, and 60% practice. This breakdown varies with task complexity and skill level; however, most training is typically spent on practices that reinforce new skills.





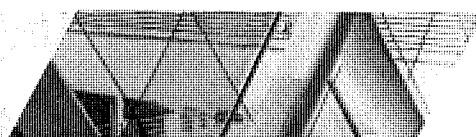
Skills training for our janitorial workforce, supervisory and middle/senior line management include:

<b>On-the-Job Training</b>	<ul style="list-style-type: none"> <li>→ Basic office and restroom cleaning (English/Spanish video training)</li> <li>→ Site specific SOP training and checklist</li> <li>→ Vendor new technology training</li> </ul>
<b>Technical Training for Floor &amp; Carpet Techs</b>	<ul style="list-style-type: none"> <li>→ Basic floor care (substrate training)</li> <li>→ Burnishing floors</li> <li>→ Periodic floor scrubbing and recoating</li> <li>→ Buffing Floors</li> <li>→ Floor stripping and recoating</li> </ul>
<b>Certification Programs</b>	<ul style="list-style-type: none"> <li>→ Stone Floor Technician</li> <li>→ Water Restoration Technician</li> <li>→ Applied Structural Drying</li> <li>→ Supervising Employees</li> <li>→ Machine repair</li> <li>→ Commercial Carpet Cleaning Technician</li> <li>→ Odor Control</li> <li>→ Carpet Cleaning - Hot Water Extraction</li> </ul>

## Janitorial Training Matrix

C&W Services janitorial skills training for Basic and Advanced skill level employees.

Janitorial Skills Training Curriculum				Required										
				Available										
				N/A										
Basic Job-Related Skills					11-2010-Manager Field	07-2011-Janitorial Basic Cleaner	37-2011-Janitorial Lead	37-2011-Janitorial Supervisor	37-2011-Janitorial Floor Technician	37-2011-Janitorial Carpet Cleaning	37-2011-Janitorial Field Manager	Stone Floor Care Technician	Water Restoration Technician	
Category	Course Name	Code	Online											
Trade Skills	Video: Basic Office Cleaning - English	ISSA Training Video	Y		R	R	R	R	R	R	R	A	A	
	Video: Basic Rest Room Cleaning - English	ISSA Training Video	Y		R	R	R	R	R	R	R	A	A	
	Video: Basic Office Cleaning - Spanish	ISSA Training Video	Y		R	R	R	R	R	R	R	A	A	
	Video: Basic Rest Room Cleaning - Spanish	ISSA Training Video	Y		R	R	R	R	R	R	R	A	A	





Janitorial Skills Training Curriculum				Required									
				Available									
				N/A									
Basic Job-Related Skills					11-9199-Manager Field	37-2011-Janitorial Basic Cleaner	37-2011-Janitorial Lead	37-2011-Janitorial Supervisor	37-2011-Janitorial Floor Technician	37-2011-Janitorial Carpet Cleaning	37-2011-Janitorial Field Manager	Stone Floor Care Technician	Water Restoration Technician
Category	Course Name	Code	Online										
	OJT: Cleaning Basics 101_ Checklist	C&W Services SOP Checklist	N		R	R	R	R	R	R	R	A	A
	Basic Floor Care	Diversey	Y		R	A	R	R	R	A	R	A	A
	Burnishing Rooms	Diversey	Y		R	A	R	R	R	A	R	A	A
	Periodic Scrubbing/re-coating	Diversey	Y		R	A	R	R	R	A	R	A	A
	Buffing/Burnishing	Diversey	Y		R	A	R	R	R	A	R	A	A
	Scrubbing/ Refinishing	Diversey	Y		R	A	R	R	R	A	R	A	A
	Stripping/Refinishing	Diversey	Y		R	A	R	R	R	A	R	A	A
	Carpet spotting - low moisture method	IICRC	Y		R	A	R	R	R	R	R	A	R

Monthly In-Service Refresher Training for Supervisors – to maintain proficiency and ensure regulatory compliance, monthly in-service training is mandatory for all supervisory employees along with any site-specific training. Some examples of monthly training topics include:

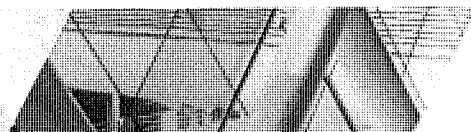
#### All Supervisory Employees

- Fundamentals of Supervision
- Documenting Discipline
- Conflict Resolution
- Quality Inspections

#### Site Specific Training

(Curriculum depends on site requirements)

- Proper Cleanroom documentation procedures
- Green Cleaning Program documentation
- Sustainability/Waste documentation procedures
- Equipment Maintenance Requirements/Periodic Service Items





## Industry Certification Programs

C&W Services Site Program introduces specialty training for employees, supervisors, and managers through industry association certifications. This includes ISSA for janitorial employees, as well as vendor programs.

- Certification of CMMS, ISO-9000, or related Building Technology
- Certification to perform Water Damage Restoration assessment and remedy
  - Flood which is the Applied Structural Drying course (2nd half of the Water Damage Restoration).
- Institute of Inspection, Cleaning and Restoration Certification (IICRC)
  - Certification in Carpet Care Technician (IICRC)
  - Certification in Odor Control Technology (IICRC)
- Certification in Fire/Flood and Green Building Technology



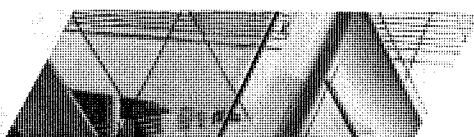
## Leadership Training (for managers with direct reports)

C&W Services Leadership Training encompasses both relationship versatility and situational leadership strategies within our manager toolkit to guide our managers in retention of key talent.

Our supervisors and managers participate in a two-part on-line training series covering topics from performance management, motivating and engaging the workforce, retention, to legal compliance and beyond. Management training and personal development provides our firm a continual source of highly proficient and skilled managers from which to promote internally. The following highlights a portion of our management training program.

## Manager/Supervisory Training

<b>Mandatory for All Managers</b>	→ Compliance with U.S. Customs and Border Protection (CBP)	→ Wage and Hour Laws - FLSA
	→ Financial Integrity	→ Policy of Business Conduct
<b>Elective Courses</b>	→ Quality Supervision	→ Performance Appraisal
	→ Fundamentals of Supervision	→ Behavioral Interviewing
	→ Computer Applications (various)	→ Conflict Resolution
	→ Employment Management	→ Supervisory Safety Management
	→ Federal HR Program Compliance - ADA and FMLA Documenting Discipline	→ Train the Trainer
		→ Time Management

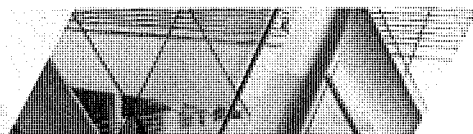




Janitorial Skills Training Curriculum (cont.)				Required	11-9199-Manager Field	37-2011-Janitorial Basic Cleaner	37-2011-Janitorial Lead	37-2011-Janitorial Supervisor	37-2011-Janitorial Floor Tech	37-2011-Janitorial Carpet Cleaning Tech	37-2011-Janitorial Field Manager	Stone Floor Care Technician	Water Restoration Technician
				Available									
				N/A									
Advanced Job-Related Skills													
Category	Course Name	Code	Online										
Trade Skills	Stone Floor Care Restoration Technician	IICRC	N	A	N/A	N/A	N/A	A	N/A	A	R	A	
	Water Restoration Technician	IICRC	N	A	N/A	N/A	N/A	A	A	A	A	R	
	Applied Structural Drying	IICRC	N	N/A	N/A	N/A	N/A	A	A	A	A	R	
	Supervising Employees	CWS	N	R	N/A	R	R	A	A	R	A	A	
	OR (Terminal) Cleaning	CWS	N	A	A	A	A	N/A	N/A	A	N/A	N/A	
	Clean Room Technician	CWS	N	A	A	A	A	N/A	N/A	A	N/A	N/A	
	GMP Technician	CWS	N	A	A	A	A	N/A	N/A	A	N/A	N/A	
	Machine repair	CWS	N	A	N/A	A	A	A	A	A	N/A	N/A	
	Commercial Carpet Cleaning Technician	IICRC	N	R	N/A	A	A	A	R	A	A	R	

Monthly in-service refresher training for front-line personnel – to maintain proficiency and ensure regulatory compliance for all front-line janitorial employees. Safety training is integrated into all monthly training programs as separate requirements and completed per our annual schedule. Examples of monthly training topics include:

All Front-Line Employees	→ Green Cleaning SOP Refresher Training
	→ Proper Chemical Use Refresher Training
	→ Machine Operation Refresher Training
	→ Proper Restroom Cleaning
	→ Proper Kitchen Cleaning
Site Specific Training (Curriculum depends on site requirements)	→ Cleanroom SOP Training
	→ Escalator Cleaning
	→ Carpet Spotting
	→ Chemical Free Floor Stripping





- b. Procedures, performance standards, inspection methods, remedial action and retraining programs;
- 

C&W Services' principle operating philosophy is to provide the ultimate in quality, performance standards and customer service. Our focus recognizes that the delivery of janitorial services significantly impacts our client's reputation and operational needs. We have worked with MIA to identify a quality control system that best suits your airport's needs. CleanTelligent is our inspection software, which aids us in identifying problematic areas, creates trends and provides advanced reporting capabilities.

A complete overview of our quality assurance system begins on page 42.

## Corrective Actions & Improvement Projects

Deficiencies found during inspections, or identified by you or your end-users, are promptly addressed through a corrective action process conducted by all supervisors and managers. Corrections and resolution status are communicated to your site representatives daily and weekly during routine meetings.

Improvement projects are identified and designed based on performance data C&W Services collects throughout service delivery. C&W Services management is trained in numerous quality management tools, enabling them to identify defects, conduct root cause analyses, take corrective action and communicate these to employees and customers in an easily understood format. During the Quarterly Business Review meetings as outlined above, C&W Services will meet with MDAD management to discuss strategic direction, compliance with SLAs, budgets and costs, assess KPIs, identify service gaps and realign to implement course corrections.

- c. Mentoring program that centers on the development of locally headquartered businesses. Proposer must outline the methodology to be used and detail their proposed program;
- 

## Partnership between C&W Services and Small Business Enterprise

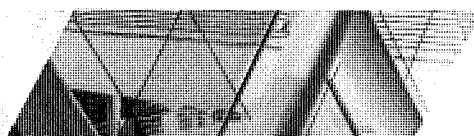
C&W Services has created a program at MIA focused and committed in helping certified Small Business Enterprises (SBE) successfully grow in our communities.

The purpose of the program is to reward and create positive business relationships and allow certified Small Business Enterprises to grow and become independent with a strong operational structure and strong financial base.

Some of the program highlights and goals focus on strong training programs, mentoring on most cost-effective ways to operate to run a successful operation, provision of guidance on preparation of reports, payroll processing and employee related matters. C&W Services places emphasis in providing SBE with the resources, training, and mentoring for technical training, customer service, safety and operational training programs. The team at MIA assists the SBE in the preparation of their own customized training programs in line with those of C&W Services.

SBEs are provided assistance with the preparation and submittal of payroll and are provided with up-front money for payroll, payroll related expenses, insurance and supplies. This allows SBEs to be able to manage and cover operational expenses from day one of operations. In addition, SBEs are provided with guidance in labor relation matters, human resources, and are part of all negotiations for health insurance, coverage and pricing.

C&W Services also covers all expenses related to employee uniforms, identification badges, background checks, and employee physicals.





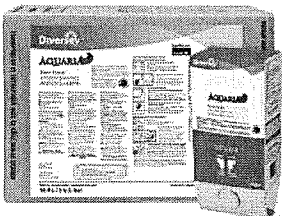


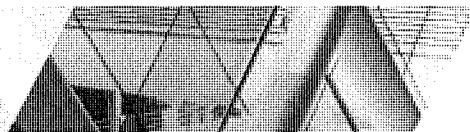
- d. Chemical usage and availability of Material Safety Data Sheets (MSDS), including how to use said chemicals;

### Cleaning Chemicals

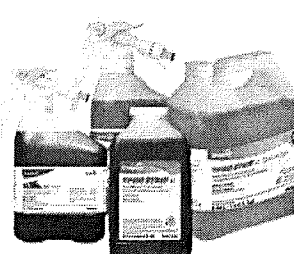
The chemicals, equipment and tools used in the delivery of C&W Services cleaning program meet the stringent GS-42 Standard.

### Green Cleaning Chemicals List


	Product Description	Product Code	Pack Size	Dilution Ratio
<b>Restroom cleaners</b>				
	<b>Crew® bathroom cleaner and scale remover</b>	3145310	2 x 1.5 L RTD® Fill Unit	1:18
	Mild acidic cleaner developed for removal and prevention of soap scum and hard water deposits on bathroom fixtures, tiles, shower doors, and any other washable surface.	3172650	2 x 2.5 L J -Fill® Cartridge	1:18
		5271230	2 x 2.5 Gallon Command Center™/MC	1:18
<b>Specialty Surface cleaners</b>				
	<b>Glance® NA</b>	5271310	2 x 2.5 Gallon Command Center™/MC	1:40
	Non-ammoniated glass cleaner	501-9510 (NGG)	2 x 1.4 L SmartDose™/MC	1:40
	Non-streaking, quick dry, non-ammoniated glass cleaner. Use on most washable surfaces, including chrome, stainless steel, bathroom fixtures and laminate countertops. Blue in color with a surfactant scent	5285375	2 x 3 L Outpost™/MC	1:40
		3361936	2 x 1.5 LRTD® Fill Unit	1:40
		3172641	2 x 2.5 L J-Fill® Cartridge	1:40
<b>Floor finishes and strippers</b>				
	<b>Aquaria®</b>	5120870	1 x 5-gallon Envirobox™/MC	Ready-to-use
	Floor finish	4972026	6 x 2.5 L ProSpeed™/MC	Ready-to-use
	A long lasting, zinc free, multi maintenance floor finish that meets your environmental expectations. Durable, proving polymer technology. Exceptional bath response			







	Product Description	Product Code	Pack Size	Dilution Ratio
	<b>Pro Strip™ SC/Attac® SC</b> stripper	5547312	1 x 5 L RTD® Fill Unit	1:13, 1:20
		5547355	2 x 2.5 L J-Fill® Cartridge	1:13, 1:20
		5547427	2 x 1.5-gallon Command Center™/MC	1:13, 1:20
		5580067	1 x 5L RTD® Fill Unit	1:13, 1:20

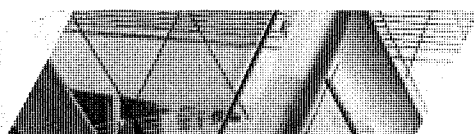
#### Odor Eliminators

	<b>Good Sense®</b> Odor eliminator Meets eco-logo certification standard. Bacteria based formula for effectively eliminating tough odors. Controls odors and carpet caused by urine, fecal matter and vomit. Also, can be used as a restroom cleaner and drain maintainer.	4496154	4 x 1 gallon	1:1, 1:10
		5271328	2 x 1.5 gallon Command Center™/MC	1:10

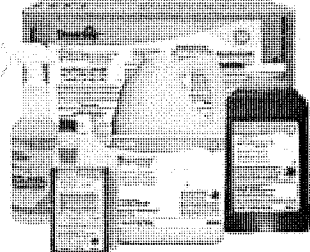
(NGG) Not GREENGUARD®

#### Floor and general-purpose cleaners


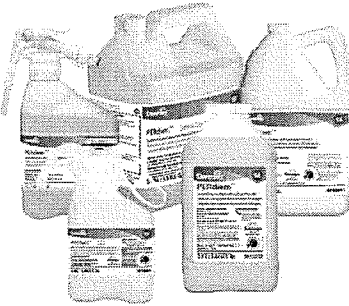
	<b>Prominence™/MC</b> Heavy duty floor cleaner Highly effective cleaner design to remove soils and oils without dulling or altering the appearance of the floor. pH neutral when diluted. Leaves a fruity scent	4996466	2 x 2.5 L J-Fill® Cartridge	1:256, 1:512
		4996458	1 x 5 L RTD® Fill Unit	1:256, 1:512
		3063390	1 x 5 L RTD Fill Unit	1:256
	<b>Stride® Citrus</b> neutral cleaner Neutral all-purpose cleaner for every day floor cleaning and light duty spray and wipe cleaning. Pleasant citrus scent.	03909 (GSO)	6 x 32 oz. AccuMix™/MC	1:128, 1:256, 1:384, 1:768
		04716	2 x 2.5 L J-Fill® Cartridge	1:375, 1:768
		03904 (GSO)	4 x 1 gallon	1:32, 1:128





	Product Description	Product Code	Pack Size	Dilution Ratio
	<b>Stride® Floral</b> neutral cleaner Neutral all-purpose cleaner for every day floor cleaning and light duty spray and white cleaning. Pleasant floral scent	03815	6 x 32 oz. AccuMix™/MC	1:256, 1:384, 1:768
		04717	2 x 2.5 L J-Fill® Cartridge	1:375, 1:750
		04689	4 x 1 gallon	1:32, 1:128

#### Floor and general-purpose cleaners

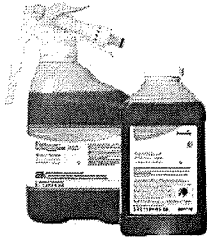
	<b>General purpose cleaner</b> Can be used in floor scrubbing mop and bucket, and spray and wipe applications. Leaves a pleasant scent.	3172668	2 x 2.5 L J-Fill® Cartridge	1:64, 1:256
		5613252	2 x 2.5 L J-Fill® Cartridge	1:64, 1:256
		4998841	4 x 1 gallon	1:64-1:256
	<b>PERdiem™/MC</b> General purpose cleaner A concentrated general-purpose cleaner with proprietary Accelerated Hydrogen Peroxide (AHP®) Technology for high productivity cleaning. Depending on dilution, this product can be used for variety of cleaning applications, including floors, glass and other hard surfaces. Can be used in floor scrubbers, mop and bucket, and spray and wipe cleaning. At dilution, formula is safe for use on marble. Contains no added dyes or fragrance. Product can be used for carpet extraction, pre-spray and spotting. Colorless and odorless.	4998859	1 x 5 L RTD® Fill Unit	1:64, 1:256
		5019481	2 x 1.4 L SmartDose™/MC	1:64, 1:256
		4998832	2 x 1.5 gallon Command Center™/MC	1:64, 1:128, 1:256, 1:512
		5018752	2 x 3 L Outpost™/MC	1:64, 1:256
		5982816	2 x 1.5 RTD® Spray	1:64



Product Description	Product Code	Pack Size	Dilution Ratio
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(GSO) Green Seal Only (NGG) Not GREENGUARD (ELO) Ecologo® Only

The Accelerated Hydrogen Peroxide logo is a registered trademark of Virox Technologies, used under license by Diversey, Inc.



#### Stride® Fragrance Free

Neutral cleaner  
Central all-purpose cleaner for every day floor cleaning and light duty spray and wipe cleaning. Fragrance free

4240626

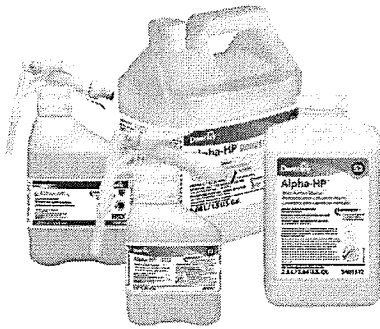
2 x 2. L J-Fill®

1:256

4493981

1 x 5 L RTD® Fill Unit

1:256



#### Alpha-HP®

Multi surface cleaner  
All in one, multi surface cleaner that cleans and brightens surfaces easily. The RTD® dispensing system offers three dilution rates to provide a complete cleaning system. Can be used as a Carpet Spotter (1:64), Pre-spray (1:128) and extraction cleaner (1:256) for light soil.

5271213

2 x 1.5 gallon  
Command  
Center™/MC

1:64, 1:128,  
1:256

3350727

2 x 1.5 L RTD®  
Fill Unit

1:64, 1:128,  
1:256

3350743

1 x 5 L RTD®  
Fill Unit

1:64, 1:128,  
1:256

3401512

2 x 2.5 L J-Fill®  
Cartridge

1:64, 1:256



#### Emerel® Plus

Crème Cleanser  
Alkaline formula that quickly removes grease, soap scum, Scuff marks and other stubborn spots and build up without scratching the surface. Use on porcelain, ceramic, stainless steel, chrome, for Micah and fiberglass. White in color with characteristic scent

4496138

12 x 32 oz.  
Squeeze Bottles

Ready-to-use

#### Raindance™/MC

Low foam neutral floor cleaner  
A low-foam neutral floor cleaner concentrate for effective cleaning of floors and

4523247

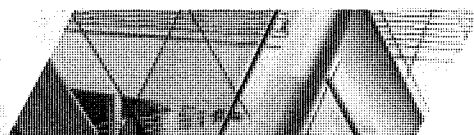
2 x 3 L  
Outpost™/MC

1:256

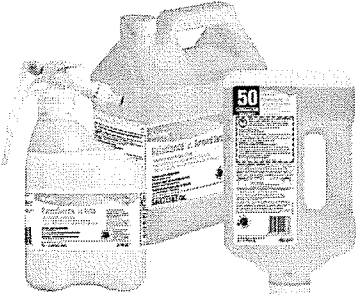
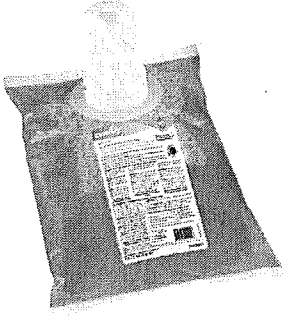
3323981

2 x 1.5 gallon  
Command  
Center™/MC

1:256





	Product Description	Product Code	Pack Size	Dilution Ratio
	other hard surfaces. The low-foam formula is perfect for use in auto scrubbers and in mop and bucket applications. No rinsing is required for fast, cost-effective cleaning. Yellow in color with a citrus scent	3145221	1 x 5 L RTD® Fill Unit	1:256
	<b>Soft Care®</b> Phone general-purpose hand soap A lotionized foam soap for light to medium soil removal in all types of commercial, industrial and institutional environments. The unique foaming formula contains Aloe, Tocopheryl Acitrate (Vitamin E) and other emollients to help soften skin.	5643961	4 x 1000 mL (foam)	

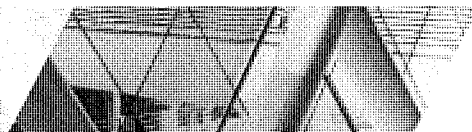
## Written Hazard Communication Program

The Written Hazard Communication Program was prepared for use by C&W Services to explain how C&W Services meets the requirements of the Federal Occupational Safety and Health Administration's (OSHA) hazard communication standard (29 CFR 1910.1200) as it relates to the custodial and general facilities maintenance functions. It spells out how C&W Services will inventory chemicals in use, obtain and use material safety data sheets, maintain labels on chemical substances, and train employees and contract workers about the hazards of chemicals they are likely to encounter on the job.

This program indicates C&W Services' continuing commitment to the safety of our employees in all C&W Services locations. Each C&W Services facility is expected to follow this program and maintain its work area in accordance with it. Copies of this program are available on request to all employees, their representatives, and government officials. In addition to the program, other information required as part of C&W Services' hazard communication effort is available to employees upon request. Asking to see this information is an employee's right. No one will be penalized in any way for asking to review it. Using this information is part of C&W Services' commitment to a safe and healthy work place.

## General Responsibility

The purpose of this Written Hazard Communication is to explain how C&W Services meets the requirements of federal, state and local rules of informing employees about the possible hazards of chemicals in the work place.





## List of Hazardous Chemicals

A Master Chemical List of all hazardous chemicals used at each facility is maintained in the Account Manager's office and at the main chemical storage room. The list is available for inspection on request. No new hazardous chemicals may be purchased or brought into the facility unless the Property Manager and the Account Manager are informed in advance so that the chemical can be added to the Master Chemical List.

## Safety Data Sheets

An SDS is a sheet that gives detailed information about any potentially hazardous chemicals that are found at a facility. The Account Manager is responsible for maintaining a copy of the SDS for each hazardous chemical used in the facility. The SDSs are available to all employees during all work shifts.

New SDSs: When a new chemical is received, a new SDS for that chemical will be included with other SDS, and the chemical will be added to the Master Chemical List. The new SDS must be received prior to or at the time of the receipt of the first shipment of any potentially hazardous chemical from a supplier.

Acquiring SDSs: The Account Manager is responsible for acquiring SDSs from suppliers and for maintaining the facility's Master SDS File. The Account Manager will also contact suppliers for missing SDSs, check SDS files for currency, and maintain a Master List of SDSs. All new chemical purchases must be cleared through the Account Manager and Property Manager. The least hazardous substances will be purchased whenever possible.

## Labels, Labeling and Warning

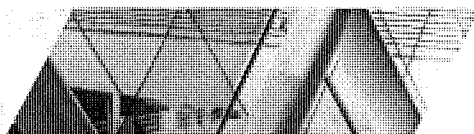
The Account Manager will ensure that all hazardous chemicals used in the facility are properly labeled. The Manager will also verify that the identifying information and other data on the label corresponds with the information on the SDS for that hazardous chemical.

Damaged labels, or labels lacking information are required to be reported to the Manager immediately. The Manager will also, approve all labels prepared for in-house use before they are used, and check on a regular basis that all containers are labeled and up-to-date.

Labels on in-coming containers of hazardous chemicals may not be removed or defaced, unless a new label or markings with the required warnings is immediately attached to the container. However, containers into which an employee transfers a hazardous chemical for his or her own use do not require labeling. It is recommended that these individual containers be marked to identify the chemical they contain.

Labels, tags, or markings on containers will list at least:

- The identity of the hazardous chemical as listed on the SDS
- Appropriate hazard warnings to help employees protect themselves from the hazards of the substance
- Labels provided by chemical manufacturers, distributors, and importers must also list the name and address of the manufacturer, importer, or other person responsible for the chemical and from whom more information about the chemical can be obtained





## Hazard Chemicals Training

Every employee who works with or may be exposed to hazardous chemicals will be trained on safe use of those substances and about the hazard communication standard.

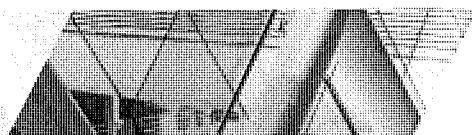
Formal training will be conducted under the direction of the Account Manager who will monitor and maintain records of employee training. The formal training will include the employee handout, "Chemicals and Your Job," and will be geared to the employees' actual work area and responsibilities.

Training will also include the following:

- Information about the requirements of the hazard communication standard, the content and location of the written program, and where hazardous chemicals are located in the work area
- Training on how to detect the presence or release of hazardous chemicals, including odor, appearance, and the use of monitoring devices
- Training on the physical and health hazards of chemicals in their work area
- Information on how to protect themselves from chemical hazards, including use of personal protective equipment, proper work practices, and emergency procedures
- An explanation of the operation of the hazard communication program, including the meaning and use of labels and material safety data sheets
- Information about their rights under the hazard communication program and on how to obtain and use appropriate and/or additional hazard information

## Non-Routine Tasks

The Account Manager will make sure that C&W Services employees involved with a non-routine task such as spill cleanup, repairs, or construction, are informed of chemical hazards associated with the non-routine tasks and are told how to protect themselves.





e. Tools and equipment, operation and safety;

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## Equipment Standards and Policies

Our stringent equipment maintenance policy allows for the maximization of efficiency of all equipment, which in turn allows for the most productive use of the equipment. Daily site inspections ensure that equipment is in top working order, and ongoing third-party maintenance certifies that all equipment is maintained in a safe, efficient manner. All manufacturers provide initial training to all supervisors to include in standard training programs for all on-site employees.

## Safety Training

Training consists of lesson plans, manuals, classroom discussion and materials, audiovisual programs and on-the-job demonstrations. Existing employees and new hires are thoroughly instructed in safety.

- Management is responsible for training employees to safely perform their work
- Deficiencies in safety training must be identified and eliminated before an employee is given new responsibilities
- Various standards in safety and health legislation require training
- Employees shall learn the hazards of their jobs, methods and skills to perform them safely and rules and regulations
- Management training in safety standards, statutory requirements, hazard identification and safety analysis shall be incorporated
- Employees required to use personal protective equipment and safety devices shall be trained in their proper use, limitations and care
- Instruction will be given to employees required to handle flammable liquids, gases or toxic materials

f. Protection and safety of the people who use the facilities;

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The safety of your travelers, carriers and passengers is our number one priority. In order to maintain a safe environment, we provide ongoing training to all employees and implement the following procedures:

- Wet floor signs
- Secured work areas
- Floor stripping/waxing during low-traffic times
- Safety signs and communication

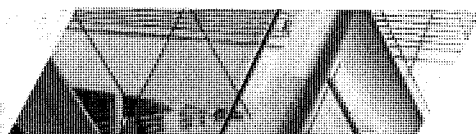
g. Inspection, detection and correction of unsafe working conditions;

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Safety is a part of our daily culture. To achieve a 100% accident-free safety goal we have developed a personalized safety program and training material for our employees at MIA.

In addition to initial and refresher training, and awareness communication materials, it is the responsibility of our Supervisors to observe employees and ensure compliance to maintain a safe working environment.

We ensure all employees are wearing personal protective equipment and follow all safety codes, regulations and policies.





- h. Compliance with Federal and State OSHA requirements; Green Seal Standards; and compliance with all federal security mandates, including but not limited to, FAA, CBP and TSA regulations;
- 

C&W Services works diligently to assure we maintain compliance with Federal and State OSHA requirements; Green Seal Standards; and compliance with all federal security mandates, including but not limited to, FAA, CBP and TSA regulations. Our management is knowledgeable of these regulations and knows how they apply to MIA.

We specifically work with TSA to ensure all checkpoints are cleaned during low-traffic times. All inspections, training, plans and services are documented to ensure you're in full regulatory compliance.

- i. Blood-borne pathogen safety program;
- 

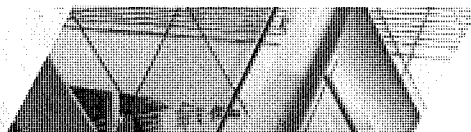
C&W Services will continue to employ our comprehensive health and safety program, which incorporates cleaning procedures specific to MIA.

This program includes our Exposure Control Plan and contains an overview of the OSHA standard, explanation of blood-borne diseases, description of symptoms, universal precautions, vaccinations, exposure incident reports, and description of signs, labels and coding used to identify hazardous materials.

- j. Recycling program;
- 

C&W Services understands that enhancing MIA's recycling, reuse, and waste reduction programs is a core objective of the airport's operations. Our current recycling program is a joint effort between MIA and C&W Services. This communication has outlined ideal recycling procedures, which include collecting recycling material and disposal within designated areas.

This initiative is a priority and we will continue to work closely with MIA management to monitor and adjust the development of this program.





- k. Customer service training, including effective customer service training for all personnel having public contact using corporate developed programs on an ongoing basis; and

As your service provider, C&W Services' has a responsibility to reflect the standards and ethics of MIA. In order to do so, we hired a consultant that has designed a customer service program customized to MIA's needs which was conducted for all staff between April and May of 2018. We intend to provide this training on an annual basis.

To retain an exceptional facility experience for all your travelers, visitors, employees and staff, C&W Services has developed the following customer satisfaction training and tools.

## Customer Service Training

Our customer service training program includes:

- ➔ Internal on-site workshops based on the "Would I work for Me?" philosophy.
- ➔ External customer service training modules on how to provide service to the travelling public ("You'll Remember Me if I Remember You").

Within this combined curriculum, employees are taught:

Ten Foot Rule of Acknowledgment	Anyone within ten feet deserves positive acknowledgement.
Service Recovery	How to defuse customer conflict.
Positivity is Contagious	Positive energy ensures a safe and happy environment.
Touch it, Own it	Task accountability.

C&W Services higher-level on-site management positions will participate in our internal management program, **Building Relationship Versatility**, to develop heightened self-awareness and empathy for others' communication styles. All training will be conducted in both English and Spanish. Refresher courses will be also be offered on an annual basis or as needed.

## Disney Training for Employees, Supervisors and Managers

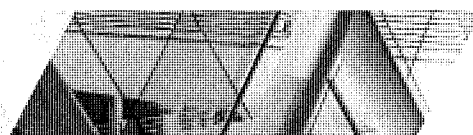
Disney's philosophy for service delivery is "exceptional service is about systems, standards, and processes." Disney over-manages by paying extraordinary attention to the details surrounding the general business processes.



The Disney Chain of Excellence derives from a Harvard study and is as follows:



Exceptional customer service results from an integrated "systems" approach. Every front line worker has to be empowered to make decisions. Employees need to be trained to understand body language and be able to identify someone in need. We would like MIA to join our clients like Harvard Business School in benefitting from the Disney Institute program.





- I. All human resources programs that demonstrate the Proposer's ability to promote and manage a diversified work force, promote workplace fairness and equal opportunity, prevent sexual harassment, and establish and enhance employee motivation via tangible programs and career development opportunities.

C&W Services' is an equal opportunity employer and makes employment decisions on the basis of merit. We want to have the best available people in every job and have incorporated EEOC courses within all training programs at MIA.

C&W Services' does not discriminate, and does not permit its employees to discriminate against other employees or applicants because of race, color, religion, sex, sexual orientation, gender, gender identity or expression, pregnancy, marital status, national origin, citizenship, covered veteran status, ancestry, age, physical or mental disability, medical condition, or genetic information, including the perception that a person has any of those characteristics or that the person is associated with a person who has, or is perceived to have, any of those characteristics, or any other consideration made unlawful by applicable laws.

Below is an outline of our human resources programs:

- Human Resources Overview
- Veterans Program
- Motivation and Morale
- Mentor Protégé

## Human Resources Overview

We ensure performance excellence by hiring, retaining and motivating the best personnel available. Key components of our Human Resources program are outlined below.

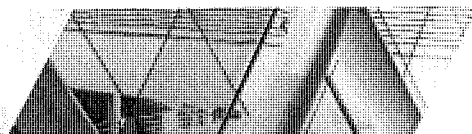
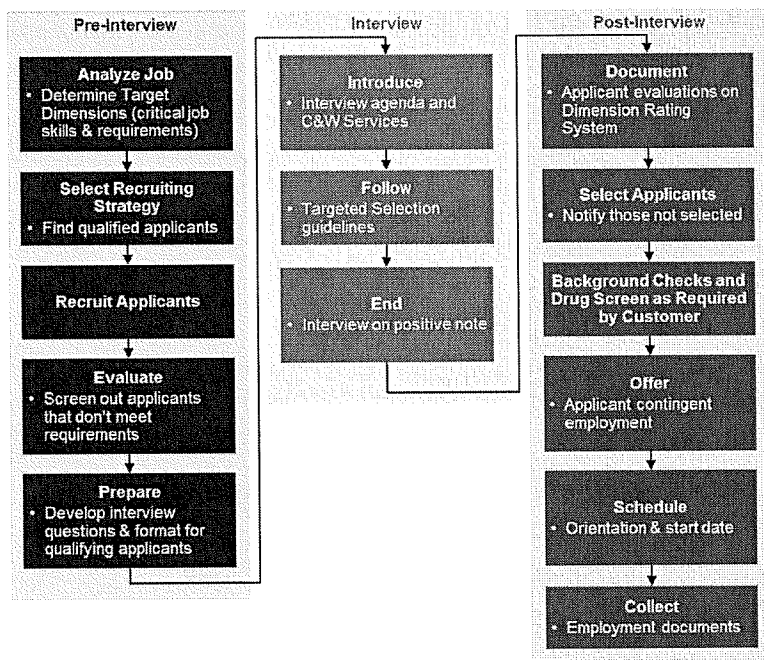
### Targeted Selection Process

C&W Services' comprehensive approach to finding and hiring employees ensures a fully qualified workforce serving clients throughout North America.

Our Targeted Selection Process starts by analyzing each job and determining the Target Dimensions of critical job skills and requirements. Based on these dimensions we select a recruiting strategy and build hiring profiles and interview questions.

Interviews are performed by a team of professionals, all with hands-on aviation experience.

#### Targeted Selection Process





## Affirmative Action

### C&W Services Corporate Policy

"...C&W Services recruits, hires and promotes qualified individuals for all job classifications solely on the basis of individual eligibility for the particular job to be performed, without regard to race, color, religion, sex, national origin, age, physical or mental handicap, veteran status or sexual orientation...." A copy of our Affirmative Action corporate policy is available upon request.

This policy is carried out through our Affirmative Action Program which is a formal written corporate policy statement for each area of affirmative action including handicapped workers, disabled veterans and armed forces veterans.

We ensure the appropriate dissemination of information regarding our affirmative action policies and require all job vacancies be publicized and filled in accordance with the provisions of law.

## Recruiting

For hourly positions, the majority of our employees are referred by word of mouth. We also recruit from other sources, including our jobs page at [cwservices.com](http://cwservices.com), internet job search and recruiting sites:

**craigslist**



**indeed**  
one search. all jobs.



**C&W SERVICES**

**AMERICA'S  
JOB exchange**

**ZipRecruiter**

In addition to posting to job boards, the recruitment team identifies creative ways to hire hourly candidates by partnering with local organizations and schools hosting in-house job fairs.

For our supervisory and managerial positions, many candidates work their way up with us from cleaners or maintenance staff, and some join us from competitors because of C&W Services' opportunities for growth and rewards. Other candidates have demonstrated their management abilities in non-cleaning related fields. This talent pool offers the intellectual, practical and experiential diversity that encourages innovative solutions for our clients.

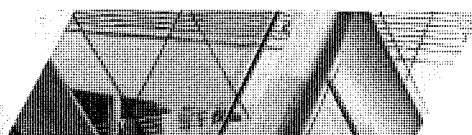
## Background Checks

To avoid disruptions to your operations and business, C&W Services uses multiple sources to provide comprehensive background checks. We customize background checks to match the unique needs of the MIA. This helps ensure our compliance with local, state and federal laws.

## Validation and Verification of Social Security Numbers

To validate a Social Security number's existence, we use Sterling Talent Solutions, an employee screening company.

**Sterling**  
Talent Solutions





Sterling Talent Solutions confirms the applicant's Social Security Number is valid according to the Social Security Administration's formula, which includes five separate checks:

- State issued
- Date issued
- Date of birth scan
- Death index search
- Analysis against the Social Security Administration's algorithm for issuing numbers



To verify a Social Security number belongs to the name on the application, we use E-Verify, a web-based service operated by the Department of Homeland Security in partnership with the Social Security Administration.

E-Verify checks an employee's Form I-9, Employment Eligibility Verification, to determine the eligibility of that employee to work in the United States.

### Typical Background Checks Performed

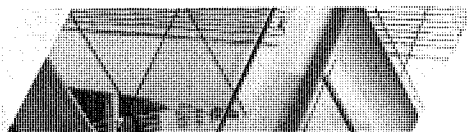
#### *Background Checks in Targeted Selection Process*

All employees	<ul style="list-style-type: none"> <li>→ SS# validation (number exists)</li> <li>→ SS# verification (number matches name)</li> <li>→ Statewide criminal records</li> <li>→ Sexual offender registry</li> </ul>
Vehicle drivers (in addition to checks for all employees)	<ul style="list-style-type: none"> <li>→ Motor Vehicle Record (MVR) driving history (in state of primary residence)</li> </ul>
Site Management and Supervision (in addition to checks for all employees)	<ul style="list-style-type: none"> <li>→ Employment history</li> <li>→ Technical license verifications</li> <li>→ Education history and degrees, as required</li> <li>→ Professional designations, as required</li> <li>→ Personal credit history check, as required</li> <li>→ Fingerprinting, as required</li> </ul>

### Background Check Completion and Contingent Employment

Generally, background checks are conducted prior to an employee's start date, using Sterling Talent Solutions' internet-based background check request tool.

However, in the event an employee begins work prior to completion of the background check, employment is contingent upon successfully passing the background check.





## Drug Screening

When required, we perform a five-panel drug screen within our Targeted Selection Process. All applicants (incumbents and new hires) must successfully complete this urine-based drug screen before employment. Drugs screened for are:

- Amphetamines
- Cocaine metabolites
- Marijuana metabolites
- Opiates
- Phencyclidine

## Motivation and Morale

C&W Services employees are the soul of our operations and their hard work needs to be recognized – when something great happens, we'd like to let our employees know they're remarkable, right on the spot.



We encourage the recognition of excellent performance and achievement through the use of rewards that are creative, flexible and meaningful, accordingly we have created the Spot Award program, where managers may give rewards in immediate response to specific accomplishments.

The Spot Award program is utilized to recognize:



Customer recognition



Behaviors that reflect our values



Safety



Efficiencies or cost improvements



Innovation

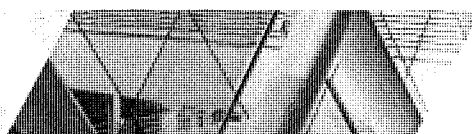


Going above and beyond

Rewards range from creating a culture of recognition by way of a simple verbal or written thank you to a gift card or staff lunch to say thank you. Rewards can be one-time gift card or non-cash awards for significant performance.

## Policies and Procedures

C&W Services management practices include extensive documentation of company policies and procedures. However, thorough documentation is never at the expense of delivering timely and quality service to MIA.



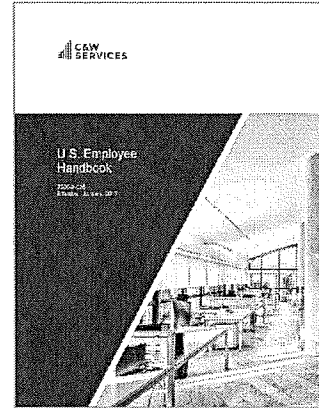


The following are several key policies and procedures:

### **C&W Services Employee Orientation Handbook**

Many employee policies and procedures are included in our C&W Services Employee Handbook. This valuable tool is given to every employee and comes in four languages: English, Spanish, Portuguese, and Haitian. The handbook includes:

- Introduction to C&W Services
- Employment Policies
- Safety and Accident Prevention
- Standards of Conduct
- Hours of Work and Pay
- Time-Off Benefits



### **Payroll**

Our payroll cycle is weekly, with pay checks or electronic deposit notification sent to all employees each Friday.

### **Personnel Reliability**

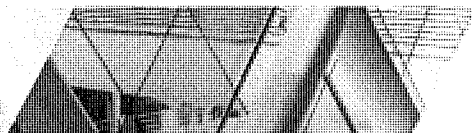
C&W Services is responsible for the performance and conduct of its employees at all times while performing under this contract. We recognize clients have the authority to bar individuals from their site for reasons that may not be performance-based, such as personality conflicts. Our removal of an individual from a location does not necessarily mean discharge of that employee. It also does not relieve our team from the total performance of contract specifications. To that end, C&W Services will:

- Continuously evaluate employees to determine their trustworthiness and physical fitness to perform their duties
- Temporarily remove any employee after receipt of adverse information regarding that employee
- Permanently remove any employee found to be unacceptable because of failure to meet reliability standards

### **Personnel Files**

C&W Services will maintain individual personnel files on each C&W Services employee (terminated or active) including:

- Personal Information Sheets
- Vacation Request Forms
- I-9 Forms
- Confidentiality Agreement Forms
- Training Records
- Wage and Job Histories





## Mentor/Protégé Program

C&W Services supports the professional development of small businesses as well as MWDBE through our Mentor/Protégé Program. Our program enables small businesses in our subcontracting plan to gain further knowledge and awareness of practices and procedures for more effective management.

C&W Services evaluates and implements various procedures/programs with our subcontractors, including:

- Evaluate personnel (single out the top performers and overachievers)
- Evaluate performance (conduct assessments and solicit feedback)
- Identify recurring trends that need attention
- Monitor progress
- Counsel and advise
- Professionally develop our subcontractors
- Implement programs for promotions, advancement, and assignments throughout the contract term
- Provide career training programs
- Implement technical training programs
- Be a positive role model and be visible throughout the industry
- Support the efforts of our subcontractors
- Be patient in understanding the time it takes to integrate our programs
- Motivate employees and empower them to do a better job than yesterday
- Respect the way the subcontractors currently do business
- Effectively practice what we preach
- Achieve the unexpected (go beyond customer expectations)

## Veterans Outreach Program

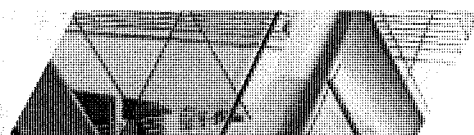
At C&W Services, we recognize that veterans are an important and strategic part of our workforce and are dedicated to hiring and supporting veterans.



With us, veterans will find rewarding work directly related to their skills and talents, a community that supports their distinct needs, and a culture that recognizes and celebrates their contributions in the military and in our organization. Veterans hold positions throughout our organization, from the front line to the executive team. Our executive sponsor for the program, Jeff Walters, Vice President, Innovation, Solutions & Change, is himself a veteran.

We are a participant in the US Chamber of Commerce Foundation's Hiring our Heroes program, which is a nationwide initiative to help veterans, transitioning service members, and military spouses find meaningful employment opportunities.

The program provides training and hands-on experience in the civilian workforce, including 11 weeks of on-site on-the-job training with us, and subsequent full-time employment. To recruit veterans we regularly participate in US Chamber of Commerce Foundation's summits, networking and hiring fairs. In 2018 we were proud to have hired 145 veterans with a retention 92% retention rate. We promote and celebrate veterans within our organization, a page on our website, [www.cwservices.com/veterans](http://www.cwservices.com/veterans) showcases stories of our employee veterans.





## PROPOSER'S TRANSITION PLAN

10. Proposer shall provide a Transition Plan, including a transition schedule commencing post Contract award with specific tasks and timelines. The Proposer shall also describe how it plans to start operations with a smooth transition of work from the incumbent contractor. The Transition Plan must allow time for:

- a) Providing Equipment and Supplies;
- b) Obtaining ID Badges and Security Training;
- c) Issuance of Necessary Keys; and
- d) Orientation and Site Tours.

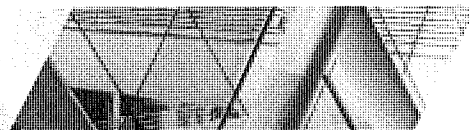
Being an existing partner of MIA, C&W Services is in a unique position to utilize the time and resources a new provider would need to transition the services to be operational under the new scope of work very quickly. Working from a detailed Transition Plan with an experienced transition team, C&W Services can ensure a smooth transition in Zone 2.

We have drafted a sample transition plan based on a 30-day window that can be adjusted upon award of the contract. The plan includes phases that outline the activities needed to ensure a smooth transition. The plan allows time for the following transition activities:

- |   |                              |
|---|------------------------------|
| → Providing Equipment and Supplies          | → Issuance of Necessary Keys |
| → Obtaining ID Badges and Security Training | → Orientation and Site Tours |

An image of the plan appears below. A full copy of the transition plan has been included as an attachment.

## MIA Transition Plan\_RFP

[illegible]



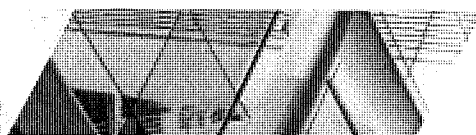
## Key Drivers for a Successful Transition

Our approach to service transition is summarized as:

- Deploying the right transition team
- Following a formalized Transition Plan
- Avoiding disruptions to the airport community
- Holding all transition functions accountable
- Acquiring ongoing feedback as transition progresses

Following are the four major elements that enable C&W Services to successfully transition an account. These form the basis of our transition methodology.

Transition Elements	Description
<b>Standard Transition Plan</b>	<ul style="list-style-type: none"> <li>→ Standardized plan used to leverage extensive experience and ensure best practices</li> <li>→ Regular transition status meetings held, typically, weekly</li> <li>→ Transition plan updated and communicated regularly</li> </ul>
<b>Human Resource Considerations</b>	<ul style="list-style-type: none"> <li>→ Focus on HR considerations to minimize stress to existing Workers</li> <li>→ First consideration: hiring existing staff meeting C&amp;W Services requirements</li> <li>→ Integrate site specific knowledge of existing staff into C&amp;W Services program planning and execution</li> <li>→ Avoid adverse impacts on morale via communication plan that:</li> <li>→ Clarifies expectations, ensures Workers understand those expectations</li> <li>→ Provides one-on-one sessions for Workers needing additional clarification</li> <li>→ Solicits ideas to improve processes and workplace and identifies barriers</li> </ul>
<b>Transition Manager</b>	<ul style="list-style-type: none"> <li>→ Transition manager from C&amp;W Services' Facilities Management group</li> <li>→ Manages overall transition process and ensures all C&amp;W Services resources execute transition modules (e.g., human resources, safety, legal, training, etc.)</li> <li>→ Ensures knowledge transfer and program development through close collaboration with C&amp;W Services' site team</li> </ul>
<b>Highly-Proficient Support Team</b>	<ul style="list-style-type: none"> <li>→ C&amp;W Services corporate resources with extensive transition management experience</li> <li>→ Provide assistance throughout transition period for seamless implementation</li> <li>→ Provide on-going functional support throughout contract period</li> </ul>





## Transition Phases

C&W Services avoids disruption to your operations and end users during service transition by working defined phases using a detailed checklist. The transition process and phases are outlined below.

### Pre-Site Activities

These activities occur on receipt of a letter of intent and before the C&W Services transition team has its first on-site meeting with client representatives. Activities include:

- Internal transition team organization
- Initial identification of deliverables
- Internal review of roles and responsibilities
- Initial set-up of accounting and financial systems

### On-Site Pre-Cutover Activities

Starting at the initial on-site transition meeting and ending at cutover, these activities include:

- Staff acquisition
- Scope of work review with client representatives
- Office setup
- Safety plan development
- Work flow and business process assessment/development
- Technology implementation

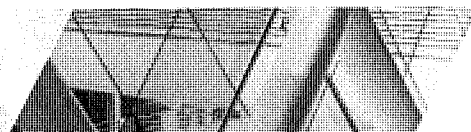
### Cutover

This is the contractual date when C&W Services takes over responsibility for performing the day-to-day facilities operation.

### On-Site Post-Cutover Activities

Starting at cutover and concluding at the end of the transition after operations are stabilized. Activities include:

- Safety training
- Due diligence
- Business process implementation
- Transition Team Roles





C&W Services provides a transition team with specialized roles and responsibilities.

C&W Services Role	Transition Responsibilities
<b>Transition Manager</b>	→ Manages overall transition process
	→ Manages C&W Services resources for all implementation
	→ Facilitates the relationship and knowledge transfer to the primary customer contact Account Manager
<b>Operations Manager</b>	→ Manages day-today operations from the go-live date
	→ Implements necessary site level processes for start-up
	→ Final decisions on hiring permanent staff
	→ Ultimate responsibility for the start-up and operation of the account
	→ Responsible for communicating with the client
<b>HR Representative</b>	→ Recruits, hires, manages benefits administration and transitions employees
	→ Sets up necessary back-office account programs for billing, payroll and purchasing
<b>Shared Services Representative</b>	→ Communicates procedures and standards to Account Manager and the client
	→ Creates customized procedures and deliverables as necessary (i.e. special billing requirements)
<b>Labor Relations Representative</b>	→ Determines area wage rates and availability analysis
<b>Safety and Risk Management Representative</b>	→ Performs hazard assessment and customizes the C&W Services Safety Manual

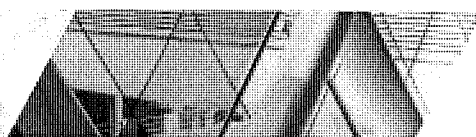
## Four-Phase Work Plan

Our four-phase work plan precisely defines activities, schedules and milestones. While not all activities are applicable to every transition, the following highlights major components in each phase.

### Phase I – Pre-Transition

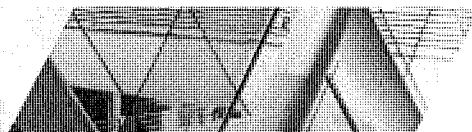
In the Pre-Transition phase we jointly complete planning and set the stage for all transition activities. Key focus areas include; relationship-building, needs assessment and confirmation and understanding stakeholders.

Phase I	Pre-Transition (0 - 15 Days – Estimated)
<b>Transition Management: Acct Management / Governance</b>	→ Define Governance
	→ Assess Stakeholders
	→ Create Stakeholder Management Plan
	→ Coordinate Sub-team Transition Plan





Phase I	Pre-Transition (0 - 15 Days – Estimated)
	<ul style="list-style-type: none"> <li>→ Finalize Transition Plan</li> <li>→ Draft Communication Plan</li> <li>→ Determine Performance Measurement Requirements</li> <li>→ Create Measurement Tool</li> <li>→ Design Survey Instrument and Reporting</li> <li>→ Complete Annual Expense Plan</li> <li>→ Manage GO-LIVE Operational Readiness Review</li> </ul>
	<ul style="list-style-type: none"> <li>→ Develop Long-term Labor Strategy</li> <li>→ Define Wage Structure and Classifications</li> <li>→ Create Site-level Policies Manual</li> <li>→ Review Incumbent Staff and Develop Assumptions</li> <li>→ Create Job Descriptions</li> <li>→ Develop Benefit Package</li> <li>→ Develop Recruiting Plan</li> </ul>
Human Resources / Safety	<ul style="list-style-type: none"> <li>→ Onboard Account Team</li> <li>→ Perform Safety and Risk Audit</li> <li>→ Plan USafe and UTrac Implementation Approach</li> <li>→ Perform Job Risk Reviews</li> <li>→ Identify Safety Requirements</li> <li>→ Review Emergency Plans</li> <li>→ Establish on-site Safety Policies</li> </ul>
Finance and Accounting	<ul style="list-style-type: none"> <li>→ Coordinate with Technology Group for Cross-Functional Tasks</li> <li>→ Develop Budgeting and forecasting Models</li> <li>→ Define Occupancy and Management Cost Reporting Requirements</li> </ul>
Legal / Insurance	<ul style="list-style-type: none"> <li>→ Conclude Negotiations and Approval of Final Contract</li> <li>→ Obtain Certificates of Insurance</li> <li>→ Ensure Non-Compete Agreement Signed and Received</li> </ul>

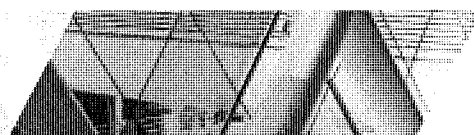




## Phase II – Transition

In Transition we execute the plan, focusing on achievement of goals, schedule, issue management and setting the tone for the future culture with all stakeholders.

Phase II	Transition (15 - 30 Days – Estimated)
<b>Transition Management: Acct Management / Governance</b>	<ul style="list-style-type: none"> <li>→ Transition Planning Meeting</li> <li>→ Establish Account Governance</li> <li>→ Establish Best Practices Documentation Process</li> <li>→ Submit Policy and Procedures Manual</li> <li>→ Kick-off Report Development</li> <li>→ Define Source Data for Occupancy and Management Cost</li> <li>→ Create Measurement Tool</li> <li>→ Post Budget and Financial Reports</li> </ul>
<b>Human Resources / Safety</b>	<ul style="list-style-type: none"> <li>→ Establish HR Day-to-day Schedule</li> <li>→ Prepare for Introductory Meetings</li> <li>→ Notify Employees of Meetings</li> <li>→ Execute Confidentiality Agreements</li> <li>→ Conduct Onboarding</li> <li>→ C&amp;W Services Overview Presentation</li> <li>→ Obtain Payroll Information</li> <li>→ Finalize Staffing Model</li> <li>→ Develop Employee Hiring Process</li> <li>→ Accept Applications / Conduct Interviews</li> <li>→ Deliver Orientation Training</li> <li>→ Plan Initial Safety Training</li> <li>→ Generate Templates for Weekly, Monthly, Quarterly Reports</li> <li>→ Establish Safety Records and Requirements Maintenance Process</li> </ul>
<b>Finance and Accounting</b>	<ul style="list-style-type: none"> <li>→ Develop P&amp;Ls and A/R Statements</li> <li>→ Accounts Payable</li> <li>→ Define Vendor Invoice Process</li> <li>→ Billing / Account Receivable</li> <li>→ Obtain Final Approval on Invoice Requirements</li> <li>→ Coordinate Billing for Technology Licensing and Vendor Support</li> <li>→ Define Procedures</li> <li>→ Ensure all Service Lines are able to Procure</li> <li>→ Address Additional Finance / Insurance Requirements</li> </ul>
<b>Legal / Insurance</b>	<ul style="list-style-type: none"> <li>→ Support Vendor Transition and Transfer of Subcontracts</li> <li>→ Ensure Agreement Terms are Being Executed</li> </ul>





## Phase III – Transformation

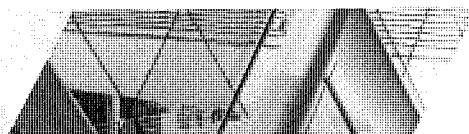
In Transformation, the business aligns with new performance goals, we help staff start to perform at expected levels within their new processes, with new technology and with new skills. Projects are undertaken at this point to improve the business as the staff gets up to speed.

Phase III	Transformation (30 - 90 Days – Estimated)
<b>Transition Management: Account Management / Governance</b>	→ Conduct Continuous Improvement Meetings
	→ Perform Capital Planning
	→ Assess Technology Functionality
	→ Initiate Enhancement of SOPs
	→ Establish Energy Management Programs
	→ Define Format and Establish QBR
	→ Create Measurement Tool
<b>Human Resources / Safety</b>	→ Provide Ongoing Support
	→ Align Reward and Recognition to KPIs
	→ Conduct Mandatory Training
<b>Finance and Accounting</b>	→ Deliver Budgeting and Forecasts
	→ Continued Billing / AR / AP
	→ Continued Gap Analysis and Corrections Implemented
<b>Legal / Insurance</b>	→ Coordinate Specific Activities to Overall Contract
	→ Coordinate Licensing and Support Agreements
	→ Coordinate SLAs for Integration

## Phase IV – Optimization

During Optimization we undertake a continual process to ensure efficiency and performance.

Phase IV	Optimization (Ongoing)
<b>Transition Management: Account Management / Governance</b>	→ Conduct Continuous Improvement Meetings
	→ Coordinate Standardization of Support Function Tasks
<b>Human Resources / Safety</b>	→ Ongoing Support
<b>Finance and Accounting</b>	→ Execute Processing Automation
	→ Execute Systems Integration
<b>Legal / Insurance</b>	→ Conduct Contract Deliverables Compliance Reviews
	→ Provide Ongoing Support





## Transition Governance

In order to ensure a successful transition, clients must actively participate in the transition process. The first imperative is to involve internal client stakeholders, as their awareness and understanding can make or break a transition.

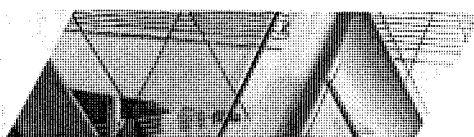
The C&W Services transition team will work with client representatives on the following:

- Understanding stakeholder needs
- Alignment of stakeholder objectives and expectations
- Involvement of stakeholders in the process
- Setting criteria for success
- Communication to affected locations

Upon contract award, we will assess sensitivities specific to your stakeholder groups and customize a best-practice stakeholder management plan.

The plan includes a communication component identifying information to be published to stakeholders at appropriate times during the transition. We use multiple communication channels and audience-specific messages to reach the right audiences at the right time, e.g. impacted employees, business units, vendors, etc.

At a minimum, weekly calls throughout the transition phase will be needed for status updates. The transition team will remain engaged in the account post GO-LIVE to ensure continuous service excellence.





# MIA Transition Plan\_RFP



Rev	Discipline	Task No.	Status	Task Description	Task Name	Task Manager	Start Date	End Date	Progress	Notes
1				<b>Transition Task Summary</b>						
1				<b>Overall Transition Status</b>						
1,000				<b>Start-Up Management (First 90 Days)</b>						
1,010				4. Identify Transition Team Members & resources required for transition (consider the size of staff up to determine needs)	Trans. Mgr	0%	06/20/19	06/20/19		Use this tool for Transition Portfolio view - weekly updates to be done. Information will not be up to the minute dashboard.
1,020				Assess the impact of transition on business & resources, not expectations and hold them to own the day to day.	Trans. Mgr	0%	06/20/19	06/20/19		
1,030				Define Transition Period	Trans. Mgr	0%	06/20/19	06/20/19		
1,040				Customize Transition Plan	Trans. Mgr	0%	06/20/19	06/20/19		
1,050				Establish Transition Meeting Schedule (Internal)	Trans. Mgr	0%	06/20/19	06/20/19		
1,060				Notify GTS-C&W Sys Team of contract award & discuss C&W needs (refer to Section 6)	Trans. Mgr	0%	06/20/19	06/20/19		
1,070				Complete Opportunity Technology Needs Assessment	Trans. Mgr	0%	06/10/19	06/14/19		
1,080				Confirm existing business processes associated with technology (time keeping, workflow, etc.)	Trans. Mgr	0%	06/03/19	06/07/19		
1,090				Review Opportunity Technology Needs Assessment	Trans. Mgr	0%	06/03/19	06/07/19		
1,100				Contract	Trans. Mgr	0%	06/03/19	06/07/19		
1,110				Operational Plan review	Trans. Mgr	0%	06/03/19	06/07/19		
1,120				Provide copy of presentation ID needs to client	Trans. Mgr	0%	06/03/19	06/07/19		
1,130				Solution presentation to the team by Business Development	Trans. Mgr	0%	06/03/19	06/07/19		
1,140				Confirm Transition team understands all aspects of the proposed service delivery	Trans. Mgr	0%	06/03/19	06/07/19		
1,150				Is the solution "transformational", confirm the steps that Holly's team plans to implement.	Trans. Mgr	0%	06/03/19	06/07/19		
1,160				Identification of schedule changes	Trans. Mgr	0%	06/03/19	06/07/19		
1,170				Identify Task changes - does that change job descriptions, CBA classifications, pay rates, etc.	Trans. Mgr	0%	06/03/19	06/07/19		
1,180				New tools that are planned	Trans. Mgr	0%	06/03/19	06/07/19		
1,190				Training requirements of new tool, tasks and schedules	Trans. Mgr	0%	06/03/19	06/07/19		
1,200				Approach to Day One: new plan or make existing. In new plan	Trans. Mgr	0%	06/03/19	06/07/19		
1,210				Confirm who owns implementing, doing & documenting the new program	Trans. Mgr	0%	06/03/19	06/07/19		
1,220				Identify what documents are to be completed and in place by Day One	Trans. Mgr	0%	06/03/19	06/07/19		
1,230				Train individuals that will be implementing the solution on site	Trans. Mgr	0%	06/03/19	06/07/19		
1,240				Finalize Contract or LOI in place	Trans. Mgr	0%	06/03/19	06/07/19		
1,250				Obtain Signed Copy of Contract (C&W Sys not to make job offers or capital expenses without executed contract in place)	Trans. Mgr	0%	06/03/19	06/07/19		
1,260				Distribute contract / SOW (or transition plan)	Trans. Mgr	0%	06/03/19	06/07/19		
1,270				Complete Master Form (contact Jan Hupel for assistance to complete)	Trans. Mgr	0%	06/03/19	06/07/19		
1,280				Review and understand roles, services, KPI's C&W Sys will be providing	Trans. Mgr	0%	06/03/19	06/07/19		
1,290				Provide overview document that defines roles, services & SOW, Reporting, Metrics KPI's C&W Sys will be providing	Trans. Mgr	0%	06/03/19	06/07/19		
1,300				Confirm Create breakdown of transition budget	Trans. Mgr	0%	06/03/19	06/07/19		
1,310				Create Contract Deliverable Matrix	Trans. Mgr	0%	06/03/19	06/07/19		
1,320				Train account team on contract	Trans. Mgr	0%	06/03/19	06/07/19		
1,330				Reporting Requirements: define & document needs	Trans. Mgr	0%	06/03/19	06/07/19		
1,340				SLA details	Trans. Mgr	0%	06/03/19	06/07/19		
1,350				KPI	Trans. Mgr	0%	06/03/19	06/07/19		
1,360				Financial metrics	Trans. Mgr	0%	06/03/19	06/07/19		
1,370				Billing metrics	Trans. Mgr	0%	06/03/19	06/07/19		
1,380				Vendor management / MWBE	Trans. Mgr	0%	06/03/19	06/07/19		
1,390				Client input, interaction & general information	Trans. Mgr	0%	06/03/19	06/07/19		
1,400				Arrange meeting between C&W Sys & Client Management Teams	Trans. Mgr	0%	06/03/19	06/07/19		
1,410				Establish frequency for Client transition updates	Trans. Mgr	0%	06/03/19	06/07/19		
1,420				Verify Client & Incumbent Contacts & Communication protocols	Trans. Mgr	0%	06/03/19	06/07/19		







Task ID	Task Name	Sub-Task	Task Description	Task Owner	Task Status	Task Progress	Task Date	Task Location
2.280	Align team with appropriate CoPs				0%	0%	07/01/19	07/05/19
3.000	Client Key Information				0%	0%	06/10/19	07/05/19
3.010	Be specific to what is being measured, how it needs to be measured and set date to align to contract dates				0%	0%	06/10/19	07/05/19
3.020	EXAMPLE: Critical lines on board by 31				0%	0%	06/10/19	07/05/19
4.000	Administration				0%	0%	06/03/19	07/05/19
4.010	Obtain shipping mail delivery address for C&W Site office				0%	0%	06/03/19	06/07/19
4.020	Understand process for obtaining ID badges and/or access cards				0%	0%	06/03/19	06/07/19
4.030	Understand process for obtaining mechanical keys				0%	0%	06/03/19	06/07/19
4.040	Obtain security access information				0%	0%	06/03/19	06/07/19
4.050	Initiate security interface				0%	0%	06/03/19	06/07/19
4.060	Create new Key Control Process (if needed)				0%	0%	06/03/19	06/07/19
4.070	Access to all locations in place for first day of service				0%	0%	06/03/19	06/07/19
4.080	Identify local jurisdictions having Authority over licensing and certification				0%	0%	06/03/19	06/07/19
4.090	Order Uniforms				0%	0%	06/03/19	06/07/19
4.100	Forms				0%	0%	06/03/19	06/07/19
4.110	Time Off Request Form				0%	0%	06/03/19	06/07/19
4.120	Annual Personnel Attendance Record (PTO tracking)				0%	0%	06/03/19	06/07/19
4.130	Order Office Supplies (if needed)				0%	0%	06/03/19	06/07/19
4.140	Order Business Cards for Managers				0%	0%	06/03/19	06/07/19
4.150	Order Printer/Copier Machine (if not supplied by client)				0%	0%	06/03/19	06/07/19
4.160	Set up Filing System				0%	0%	06/03/19	06/07/19
5.000	Communications				0%	0%	06/03/19	07/05/19
5.010	Service Provider Notification Change letter				0%	0%	06/03/19	06/07/19
5.020	Incumbent employees - all service lines				0%	0%	06/03/19	06/07/19
5.030	Background check, ID, Badge details				0%	0%	06/03/19	06/07/19
5.040	Service provider change letter to Unions				0%	0%	06/03/19	06/07/19
5.050	Service provider change letter for client employees (Optional)				0%	0%	06/03/19	06/07/19
5.060	Introduction to C&W Services "Who We Are"				0%	0%	06/03/19	06/07/19
5.070	Incumbent Employees				0%	0%	06/03/19	06/07/19
5.080	C&W Services Overview ppt.				0%	0%	06/03/19	06/07/19
5.090	CW Services Powerful Story				0%	0%	06/03/19	06/07/19
5.100	HR Timeline of events				0%	0%	06/03/19	06/07/19
5.110	Client (optional)				0%	0%	06/03/19	06/07/19
5.120	First Generation Outsourcing (Optional)				0%	0%	06/03/19	06/07/19
5.130	Vendor notification/2nd Party Suppliers				0%	0%	06/03/19	06/07/19
5.140	Vendor C&W use, registration, etc				0%	0%	06/03/19	06/07/19
5.150	Vendor Registration Process & process manual				0%	0%	06/03/19	06/07/19
5.160	Vendor on going communication (optional)				0%	0%	06/03/19	06/07/19
5.170	External - Industry-Marketplace (optional)				0%	0%	06/03/19	06/07/19
5.180	Ongoing communication and progress updates				0%	0%	06/03/19	06/07/19
5.190	Incumbent: Ongoing progress & activity updates				0%	0%	06/03/19	06/07/19
5.200	Job fair flyers				0%	0%	06/03/19	06/07/19
5.210	Newsletter				0%	0%	06/03/19	06/07/19
5.220	Email blast (optional)				0%	0%	06/03/19	06/07/19
5.230	Meet & Greet meeting flyers				0%	0%	06/03/19	06/07/19
5.240	Client: Ongoing progress				0%	0%	06/03/19	06/07/19
5.250	Newsletter or email blast to client employees - at client direction (Optional)				0%	0%	06/03/19	06/07/19
5.260	Going Live				0%	0%	06/03/19	06/07/19
5.270	Incumbent				0%	0%	06/03/19	06/07/19
5.280	C&W Services New Hire Orientation ppt				0%	0%	06/03/19	06/07/19
5.290	Orientation Benefits Slides				0%	0%	06/03/19	06/07/19
5.300	Employee welcome letter (from Paul Bedborough)				0%	0%	06/03/19	06/07/19











Task ID	Task Name	Status	Task Description	Task Owner (MWH)	Client Input	Responsible	Completed	Start Date	End Date	Project
6.870	Account Ownership Hand Off of HR to site team	Complete	Account Ownership Hand Off of HR to site team	HR	0%	06/17/19	07/19/19	07/19/19	07/19/19	HR
6.880	Account Management Training	Complete	Account Management Training	HR	0%	06/17/19	07/19/19	07/19/19	07/19/19	HR
6.890	Administrative services training	Complete	Administrative services training	HR	0%	06/17/19	07/19/19	07/19/19	07/19/19	HR
6.900	Establish Personnel Files	Complete	Establish Personnel Files	HR	0%	06/17/19	07/19/19	07/19/19	07/19/19	HR
6.910	Site Specific HR policies/practices documented for site	Complete	Site Specific HR policies/practices documented for site	HR	0%	06/17/19	07/19/19	07/19/19	07/19/19	HR
6.920	Administrative support team technology in place & working	Complete	Administrative support team technology in place & working	Operations	0%	06/24/19	07/19/19	07/19/19	07/19/19	Operations
7.000	Technology	Complete	Technology	Tech Solutions	0%	06/03/19	10/04/19	10/04/19	10/04/19	Tech Solutions
7.005	CMMS Deployment	Complete	CMMS Deployment	Tech Solutions	0%	06/03/19	06/14/19	06/14/19	06/14/19	Tech Solutions
7.010	Business Analysis - CMMS Questionnaire	Complete	Business Analysis - CMMS Questionnaire	Tech Solutions	0%	06/03/19	06/07/19	06/07/19	06/07/19	Tech Solutions
7.015	Identify CMMS System	Complete	Identify CMMS System	Tech Solutions	0%	06/03/19	06/07/19	06/07/19	06/07/19	Tech Solutions
7.020	Kickoff Meeting (Ops-CTS Team lead)	Complete	Kickoff Meeting (Ops-CTS Team lead)	Tech Solutions	0%	06/03/19	06/07/19	06/07/19	06/07/19	Tech Solutions
7.025	Identify Number of Users by Type for CMMS access	Complete	Identify Number of Users by Type for CMMS access	Tech Solutions	0%	06/10/19	06/14/19	06/14/19	06/14/19	Tech Solutions
7.030	Obtain SOW & Quote from CMMS application Provider	Complete	Obtain SOW & Quote from CMMS application Provider	Tech Solutions	0%	06/03/19	06/07/19	06/07/19	06/07/19	Tech Solutions
7.035	Obtain Cost Center for CMMS procurement	Complete	Obtain Cost Center for CMMS procurement	Tech Solutions	0%	06/03/19	06/07/19	06/07/19	06/07/19	Tech Solutions
7.040	Create PO for CMMS procurement	Complete	Create PO for CMMS procurement	Tech Solutions	0%	06/10/19	06/14/19	06/14/19	06/14/19	Tech Solutions
7.045	Instance available for configuration & loading	Complete	Instance available for configuration & loading	Tech Solutions	0%	06/10/19	06/14/19	06/14/19	06/14/19	Tech Solutions
7.050	Process Analysis - Capture Current Work Flows	Complete	Process Analysis - Capture Current Work Flows	Tech Solutions	0%	06/03/19	06/07/19	06/07/19	06/07/19	Tech Solutions
7.055	Work Flow Process Operations Review and Approval	Complete	Work Flow Process Operations Review and Approval	Operations	0%	06/10/19	06/14/19	06/14/19	06/14/19	Operations
7.060	Develop Change Control Document, if req'd	Complete	Develop Change Control Document, if req'd	Tech Solutions	0%	06/03/19	06/07/19	06/07/19	06/07/19	Tech Solutions
7.065	CMMS - Invoice Workflow	Complete	CMMS - Invoice Workflow	Tech Solutions	0%	06/10/19	07/05/19	07/05/19	07/05/19	Tech Solutions
7.070	Define Invoicing Requirements w/ Finance Lead	Complete	Define Invoicing Requirements w/ Finance Lead	Tech Solutions	0%	06/10/19	06/14/19	06/14/19	06/14/19	Tech Solutions
7.075	Configure Work Order data fields to accommodate Invoice reporting needs	Complete	Configure Work Order data fields to accommodate Invoice reporting needs	Tech Solutions	0%	06/17/19	06/21/19	06/21/19	06/21/19	Tech Solutions
7.080	Test work flow to confirm	Complete	Test work flow to confirm	Tech Solutions	0%	06/24/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.085	Obtain sign off from Finance lead	Complete	Obtain sign off from Finance lead	Tech Solutions	0%	07/01/19	07/25/19	07/25/19	07/25/19	Tech Solutions
7.090	Data Collection and Conversion	Complete	Data Collection and Conversion	Trans. Mgr	0%	06/03/19	06/14/19	06/14/19	06/14/19	Trans. Mgr
7.095	Determine if there is existing CMMS Data and will it be used for new CMMS	Complete	Determine if there is existing CMMS Data and will it be used for new CMMS	Trans. Mgr	0%	06/03/19	06/14/19	06/14/19	06/14/19	Trans. Mgr
7.100	Obtain legacy Location Hierarchy Data	Complete	Obtain legacy Location Hierarchy Data	Trans. Mgr	0%	06/03/19	06/14/19	06/14/19	06/14/19	Trans. Mgr
7.105	Obtain legacy Equipment/Asset Data	Complete	Obtain legacy Equipment/Asset Data	Trans. Mgr	0%	06/03/19	06/14/19	06/14/19	06/14/19	Trans. Mgr
7.110	Obtain legacy Historical PM Data if Available - Task, Fleet & Schedule	Complete	Obtain legacy Historical PM Data if Available - Task, Fleet & Schedule	Trans. Mgr	0%	06/03/19	06/07/19	06/07/19	06/07/19	Trans. Mgr
7.115	Work Order Data Collection and Conversion	Complete	Work Order Data Collection and Conversion	Trans. Mgr	0%	06/03/19	06/14/19	06/14/19	06/14/19	Trans. Mgr
7.120	Obtain legacy Work Type Data	Complete	Obtain legacy Work Type Data	Trans. Mgr	0%	06/03/19	06/14/19	06/14/19	06/14/19	Trans. Mgr
7.125	Obtain legacy Work Category/Repair Code/Failure Code Data	Complete	Obtain legacy Work Category/Repair Code/Failure Code Data	Trans. Mgr	0%	06/03/19	06/14/19	06/14/19	06/14/19	Trans. Mgr
7.130	Obtain legacy Work Status and Escalation Data	Complete	Obtain legacy Work Status and Escalation Data	Trans. Mgr	0%	06/03/19	06/14/19	06/14/19	06/14/19	Trans. Mgr
7.135	Obtain legacy Priority Data	Complete	Obtain legacy Priority Data	Trans. Mgr	0%	06/03/19	06/14/19	06/14/19	06/14/19	Trans. Mgr
7.140	Obtain legacy Notification/Alert Data	Complete	Obtain legacy Notification/Alert Data	Trans. Mgr	0%	06/03/19	06/14/19	06/14/19	06/14/19	Trans. Mgr
7.145	Personnel Data Collection and Conversion	Complete	Personnel Data Collection and Conversion	Trans. Mgr	0%	06/10/19	07/12/19	07/12/19	07/12/19	Trans. Mgr
7.150	Obtain & provide list C&W Sys Users by Access Type/Need	Complete	Obtain & provide list C&W Sys Users by Access Type/Need	Trans. Mgr	0%	06/10/19	07/12/19	07/12/19	07/12/19	Trans. Mgr
7.155	Obtain & provide list Customer Users by Access Type (Portal or Full?)	Complete	Obtain & provide list Customer Users by Access Type (Portal or Full?)	Trans. Mgr	0%	06/10/19	07/12/19	07/12/19	07/12/19	Trans. Mgr
7.160	Obtain & provide Vendor Data (if Req'd)	Complete	Obtain & provide Vendor Data (if Req'd)	Trans. Mgr	0%	06/10/19	07/12/19	07/12/19	07/12/19	Trans. Mgr
7.165	Data to be Validated and Signed by Operations	Complete	Data to be Validated and Signed by Operations	Tech Solutions	0%	06/13/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.170	Operation Review & Approval of Location Hierarchy	Complete	Operation Review & Approval of Location Hierarchy	Tech Solutions	0%	06/13/19	06/14/19	06/14/19	06/14/19	Tech Solutions
7.175	Operation Review & Approval of Equipment/Asset Data	Complete	Operation Review & Approval of Equipment/Asset Data	Tech Solutions	0%	06/10/19	06/21/19	06/21/19	06/21/19	Tech Solutions
7.180	Operation Review & Approval of Work, Work Types, and Statuses	Complete	Operation Review & Approval of Work, Work Types, and Statuses	Tech Solutions	0%	06/10/19	06/21/19	06/21/19	06/21/19	Tech Solutions
7.185	Operation Review & Approval of Work Order Priority Levels	Complete	Operation Review & Approval of Work Order Priority Levels	Tech Solutions	0%	06/17/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.190	Operation Review & Approval of User, Customer, and Vendor Data	Complete	Operation Review & Approval of User, Customer, and Vendor Data	Tech Solutions	0%	06/17/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.195	Data Template Load	Complete	Data Template Load	Tech Solutions	0%	06/10/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.200	Configure Instance Database	Complete	Configure Instance Database	Tech Solutions	0%	06/10/19	06/14/19	06/14/19	06/14/19	Tech Solutions
7.205	Upload Location Hierarchy Data	Complete	Upload Location Hierarchy Data	Tech Solutions	0%	06/24/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.210	Upload Equipment/Asset Data	Complete	Upload Equipment/Asset Data	Tech Solutions	0%	06/24/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.215	Upload Work, Work Types, and Statuses Data	Complete	Upload Work, Work Types, and Statuses Data	Tech Solutions	0%	06/24/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.220	Upload User, Customer, and Vendor Data	Complete	Upload User, Customer, and Vendor Data	Tech Solutions	0%	06/24/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.225	Upload Work Order Priority Levels	Complete	Upload Work Order Priority Levels	Tech Solutions	0%	06/24/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.230	Upload Legacy Data (per Scope of Work)	Complete	Upload Legacy Data (per Scope of Work)	Tech Solutions	0%	06/24/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.235	All Data Uploads complete	Complete	All Data Uploads complete	Tech Solutions	0%	06/24/19	06/28/19	06/28/19	06/28/19	Tech Solutions
7.240	PM Data Configuration and Settings	Complete	PM Data Configuration and Settings	Tech Solutions	0%	06/10/19	07/12/19	07/12/19	07/12/19	Tech Solutions



PK	Missable	Test No	Subj	Task Description	Post / Document / R/HUB	Client	Responsible	Acceptable	Start Date	Due Date	Notes & Comments
		7.245		Confirm will use template PM procedures, frequencies & durations			Tech Solutions	0%	06/10/19	06/14/19	
		7.250		Confirm PM Procedures loaded			Acct Mgr	0%	07/01/19	07/12/19	
		7.255		Establish Frequency Schedule			Acct Mgr	0%	07/01/19	07/12/19	
		7.260		Define PM assignments to Techs/Vendors and Set Notifications			Acct Mgr	0%	07/01/19	07/12/19	
	♦♦	7.265		Reporting			Trans. Mgr	0%	06/10/19	07/12/19	
		7.270		CMMS Reports (per Scope of Work & standard management reports)			Trans. Mgr	0%	06/10/19	07/12/19	
		7.275		Define reports required			Trans. Mgr	0%	06/10/19	06/14/19	
		7.280		Create CMMS Reports			Tech Solutions	0%	07/01/19	07/12/19	
		7.285		Training			Tech Solutions	0%	06/24/19	07/12/19	
		7.290		Develop Planning Meeting			Tech Solutions	0%	06/24/19	06/28/19	
		7.295		Develop schedule for CMMS training (Internal/Customer - Portal, User & Admin)			Tech Solutions	0%	06/24/19	06/28/19	
		7.300		Provide Site with Access to CMMS			Tech Solutions	0%	07/01/19	07/12/19	
		7.305		Create Training Materials			Tech Solutions	0%	06/24/19	06/28/19	
		7.310		FMAAdmin Training - Overview User Guide			Tech Solutions	0%	06/24/19	06/28/19	
		7.315		FMAAdmin Training - MO Creating - Overview User Guide			Tech Solutions	0%	06/24/19	06/28/19	
		7.320		FMAAdmin Training - Asset and PM Management - Overview User Guide			Tech Solutions	0%	06/24/19	06/28/19	
		7.325		FMAAdmin Training - Reports - Overview User Guide			Tech Solutions	0%	06/24/19	06/28/19	
		7.330		FMAAdmin Training - Mobile - Overview User Guide			Tech Solutions	0%	06/24/19	06/28/19	
		7.335		Tech Mobile Training - Overview User Guide			Tech Solutions	0%	06/24/19	06/28/19	
		7.340		Conduct CMMS training			Tech Solutions	0%	07/01/19	07/05/19	
		7.345		Customer Training (Full & Portal)			Tech Solutions	0%	07/01/19	07/05/19	
		7.350		Tech Training (Desktop & Mobile)			Tech Solutions	0%	07/01/19	07/05/19	
		7.355		FMAAdmin Training (System Admin, Maintenance & Reporting)			Tech Solutions	0%	07/01/19	10/04/19	
		7.360		CMMS GO-LIVE			Tech Solutions	0%	06/24/19	10/04/19	
		7.365		Customer/Client Communications			Trans. Mgr	0%	06/24/19	06/28/19	
	♦♦	7.370		Go Live Documentation			Tech Solutions	0%	07/01/19	07/05/19	
		7.375		Go Live Corrective Maintenance			Tech Solutions	0%	07/01/19	07/05/19	
		7.380		Go Live Preventive Maintenance (Cut Over + 90 days)			Tech Solutions	0%	07/01/19	10/04/19	
		7.385		Go Live Data Base			Tech Solutions	0%	07/01/19	07/05/19	
		7.390		Clean Taglist			Tech Solutions	0%	06/10/19	07/05/19	
		7.395		Ops to provide list of users (name, email, emp id)			Operations	0%	06/17/19	06/21/19	
		7.400		Ops to provide cost center, billing contact & address			Operations	0%	06/10/19	06/14/19	
		7.405		Ops to provide list of locations with job numbers & addresses			Operations	0%	06/10/19	06/14/19	
		7.410		Ops to provide location hierarchy (floor plans)			Operations	0%	06/10/19	06/14/19	
		7.415		Ops to determine standard job templates to utilize			Operations	0%	06/17/19	06/21/19	
		7.420		Ops to define any additional job templates to utilize			Operations	0%	06/17/19	06/21/19	
		7.425		Create Client record			Tech Solutions	0%	06/24/19	06/28/19	
		7.430		Set up SP and Client Org Charts			Tech Solutions	0%	06/24/19	06/28/19	
		7.435		Load Service Location(s)			Tech Solutions	0%	06/24/19	06/28/19	
		7.440		Load Site Location(s)			Tech Solutions	0%	06/24/19	06/28/19	
		7.445		Load/attach Job Template(s) to Service Location(s)			Tech Solutions	0%	06/24/19	06/28/19	
		7.450		Inspection Training on CT Mobile			Tech Solutions	0%	07/01/19	07/05/19	
		7.455		Work Order Training on Website & Mobile			Tech Solutions	0%	07/01/19	07/05/19	
		7.460		Report Training on Website			Tech Solutions	0%	07/01/19	07/05/19	
		7.465		Go Live			Tech Solutions	0%	07/01/19	07/05/19	
		7.470		Communications, Computers & Network			Operations	0%	06/03/19	07/05/19	
		7.475		Customer IT/Communications			Operations	0%	06/03/19	06/14/19	
		7.480		Confirm if Ops will be using customers computers only			Operations	0%	06/03/19	06/07/19	
		7.485		Identify any Customer Data security issues, network/firewall limitations and connection locations by site - list & confirm connectivity			Tech Solutions	0%	06/03/19	06/07/19	
		7.490		Identify Client Provided Equipment (Phones, Computers)			Operations	0%	06/10/19	06/14/19	
		7.495		CSW Services IT/Communications			Operations	0%	06/03/19	07/05/19	
		7.500		Confirm if Ops will need/be using CSW Services computers			Operations	0%	06/03/19	06/07/19	
		7.505		Identify CSW Svc needed Equipment(Phones, Computers)			Operations	0%	06/03/19	06/07/19	











Risk	Mission	Task No.	Skills	Task Description	Tool/Description/KB	Client Initial	Response	# Complete	Start Date	Due Date	Remarks	Issue & Resolution
		8.660	●	Identify any existing or needed storage areas			Act Mgr	0%	06/17/19	06/28/19		
		8.670	●	Identify Critical Areas or Critical Operational Requirements			Act Mgr	0%	06/17/19	06/28/19		
		8.680	●	Inventory Equipment/Supplies assuming			Act Mgr	0%	06/10/19	06/21/19		
		8.690	●	Order tools and equipment			Act Mgr	0%	06/17/19	06/21/19		
		8.700	●	Identify a secure staging area for all new equipment			Act Mgr	0%	06/10/19	06/14/19		
		8.705	●	Coordinate team to stage & build equipment					06/10/19	06/14/19		
		8.710	●	Uniforms delivered and distributed			Operations	0%	06/24/19	08/02/19		
		8.720	●	NOC (if applicable)			Trans. Mgr	0%	06/10/19	06/28/19		
		8.730	●	Conduct NOC planning meeting			Trans. Mgr	0%	06/10/19	06/21/19		
		8.740	●	Define Admin / NOC call script			Trans. Mgr	0%	06/17/19	06/28/19		
		8.750	●	Identify NOC Hot Line Phone #			Trans. Mgr	0%	06/17/19	06/28/19		
		8.760	●	Account Ownership Hand Off to operations to site team			Trans. Mgr	0%	06/17/19	07/19/19		
		8.770	●	Account Management Training			Trans. Mgr	0%	06/17/19	07/19/19		
		8.780	●	Administrative services training			Trans. Mgr	0%	06/17/19	07/19/19		
		8.790	●	Administrative support team technology in place & working			Operations	0%	06/24/19	07/19/19		
		9.000	●	Finance			Finance	0%	06/03/19	07/26/19		
		9.010	●	Obtain Client Bill To details			Finance	0%	06/03/19	06/07/19		
		9.020	●	Create Transition Job number (regardless if client billable) & distribute to account transition team	Account Master Form Template		Finance	0%	06/03/19	06/07/19		
		9.030	●	Provide C&W Services WA, complete client required paperwork for vendor # in client system			Finance	0%	06/03/19	06/07/19		contact Collections Analyst in your region for assistance
		9.040	●	Identify service lines to be used based on legal contract SOW			Finance	0%	06/03/19	06/07/19		
		9.050	●	Services self performed, subcontracted or both?			Finance	0%	06/10/19	06/14/19		
		9.060	●	Review legal contract for all finance related requirements (AR terms, invoicing requirements, etc)			Finance	0%	06/17/19	06/21/19		
		9.070	●	Obtain site address list from client/Optimization team			Finance	0%	06/03/19	06/07/19		
		9.080	●	Conduct client finance lead interview for the following: - Is client for Example/Direct Pay? If yes obtain exemption certificate or direct pay certificate	Account Master Form Template		Finance	0%	06/10/19	06/14/19		
		9.090	●	Details required for In Scope and Out of Scope invoices			Finance	0%	06/10/19	06/14/19		
		9.100	●	Are PO's required for IS/OOS?			Finance	0%	06/10/19	06/14/19		
		9.110	●	request copy of fiscal calendar			Finance	0%	06/10/19	06/14/19		
		9.120	●	Review reporting (if required per legal contract)			Finance	0%	06/10/19	06/14/19		
		9.130	●	Request Job number creation via Account Master Form Template (available in KHUB)	Account Master Form Template		Finance	0%	06/10/19	06/14/19		
		9.140	●	Distribute job number, paybooks and subsidiary codes to Account & Transition team			Finance	0%	06/10/19	06/14/19		
		9.150	●	Identify any Capital Equip Purchases	Request for Authorization (RFA)		Finance	0%	06/17/19	06/21/19		
		9.160	●	Develop & implement process to ensure required financial/reporting data is identified and is available (C&W or JDE)			Finance	0%	06/24/19	06/28/19		
		9.170	●	Client PO received			Client	0%	06/17/19	07/26/19		
		9.180	●	Client invoice design complete			Client	0%	06/10/19	07/19/19		
		9.190	●	Client invoice design complete			Finance	0%	06/17/19	07/26/19		
		9.200	●	Expense Capture & Control			Finance	0%	06/10/19	07/19/19		
		9.210	●	Vendor spend via Procure Plus PO process (PO setup training)	Procure Plus application & procedures		Finance	0%	06/10/19	07/05/19		
		9.220	●	Works (Payroll) & Concur (Travel) users set up with correct job/subsidiaries	<a href="https://cloudworksharepoint.com/team/finance/SHUBBING/PROCUREMENT/2019/06/10/Work_Request_Form.docx">https://cloudworksharepoint.com/team/finance/SHUBBING/PROCUREMENT/2019/06/10/Work_Request_Form.docx</a>		Finance	0%	06/10/19	07/05/19		
		9.230	●	Kronos service line coding validation per employee (null service clients)			Finance	0%	06/10/19	07/19/19		
		9.240	●	Systems access & Training			Finance	0%	06/10/19	07/19/19		
		9.250	●	Identify new users to gain access & train El & Insight	<a href="https://cloudworksharepoint.com/team/finance/SHUBBING/PROCUREMENT/2019/06/10/Work_Request_Form.docx">https://cloudworksharepoint.com/team/finance/SHUBBING/PROCUREMENT/2019/06/10/Work_Request_Form.docx</a>		Finance	0%	06/17/19	07/05/19		
		9.260	●	Confirm admin staff training completed for Works, Concur, Procure Plus			Finance	0%	06/10/19	07/19/19		
		9.270	●	Ensure budget (if near fiscal year end) and/or forecast (for current fiscal year) is critical financial reporting in place			Operations	0%	06/17/19	06/28/19		
		9.280	●	Account Ownership Hand Off of financial oversight to site team			Finance	0%	06/17/19	07/05/19		
		9.290	●	Account Management Training			Finance	0%	06/17/19	07/19/19		
		9.300	●	Administrative services training			Finance	0%	06/17/19	07/19/19		
		9.310	●	Administrative support team technology in place & working			Operations	0%	06/24/19	07/19/19		
		9.320	●	Procurement / Vendor Selection			Procurement	0%	06/03/19	07/26/19		
		10.000	●	Will Client or C&W services procurement be used?			Trans. Mgr	0%	06/03/19	06/07/19		
		10.010	●	Establish Purchasing Procedures			Trans. Mgr	0%	06/03/19	06/28/19		
		10.020	●	Establish Start-Up P Card (if needed)			Trans. Mgr	0%	06/03/19	06/07/19		



Proj	Phase	Task	Start	End	Owner	Client	Response	Complete	Start Date	End Date	Status
10.040	Request P-Plus	Request P-Plus	10.040	10.040	Request P-Plus	Request P-Plus	Request P-Plus	Request P-Plus	06/24/19	06/28/19	06/28/19
10.050	P-Plus Establish Approval Limits, Hierarchy & Budget for users	P-Plus Establish Approval Limits, Hierarchy & Budget for users	10.050	10.050	P-Plus Establish Approval Limits, Hierarchy & Budget for users	P-Plus Establish Approval Limits, Hierarchy & Budget for users	P-Plus Establish Approval Limits, Hierarchy & Budget for users	P-Plus Establish Approval Limits, Hierarchy & Budget for users	06/24/19	06/28/19	06/28/19
10.060	Vendor migration / establishment	Vendor migration / establishment	10.060	10.060	Vendor migration / establishment	Vendor migration / establishment	Vendor migration / establishment	Vendor migration / establishment	06/24/19	06/28/19	06/28/19
10.070	Confirm owner of Vendor on boarding process (DFS or operations)	Confirm owner of Vendor on boarding process (DFS or operations)	10.070	10.070	Confirm owner of Vendor on boarding process (DFS or operations)	Confirm owner of Vendor on boarding process (DFS or operations)	Confirm owner of Vendor on boarding process (DFS or operations)	Confirm owner of Vendor on boarding process (DFS or operations)	06/24/19	06/28/19	06/28/19
10.080	Request incumbent service provider list for services required per SOW (maintenance, grounds, etc)	Request incumbent service provider list for services required per SOW (maintenance, grounds, etc)	10.080	10.080	Request incumbent service provider list for services required per SOW (maintenance, grounds, etc)	Request incumbent service provider list for services required per SOW (maintenance, grounds, etc)	Request incumbent service provider list for services required per SOW (maintenance, grounds, etc)	Request incumbent service provider list for services required per SOW (maintenance, grounds, etc)	06/24/19	06/28/19	06/28/19
10.090	Obtain Copies of Existing Service Agreements	Obtain Copies of Existing Service Agreements	10.090	10.090	Obtain Copies of Existing Service Agreements	Obtain Copies of Existing Service Agreements	Obtain Copies of Existing Service Agreements	Obtain Copies of Existing Service Agreements	06/24/19	06/28/19	06/28/19
10.100	Review Client Service Agreements	Review Client Service Agreements	10.100	10.100	Review Client Service Agreements	Review Client Service Agreements	Review Client Service Agreements	Review Client Service Agreements	06/24/19	06/28/19	06/28/19
10.110	Cross reference Client Svc agreement to C&W Svc MSA agreements	Cross reference Client Svc agreement to C&W Svc MSA agreements	10.110	10.110	Cross reference Client Svc agreement to C&W Svc MSA agreements	Cross reference Client Svc agreement to C&W Svc MSA agreements	Cross reference Client Svc agreement to C&W Svc MSA agreements	Cross reference Client Svc agreement to C&W Svc MSA agreements	06/24/19	06/28/19	06/28/19
10.120	Review and validate vendor service and baseline spend	Review and validate vendor service and baseline spend	10.120	10.120	Review and validate vendor service and baseline spend	Review and validate vendor service and baseline spend	Review and validate vendor service and baseline spend	Review and validate vendor service and baseline spend	06/24/19	06/28/19	06/28/19
10.130	Identify gaps in service providers & opportunity to self perform - if applicable, coordinate with HSSE for use of ISN	Identify gaps in service providers & opportunity to self perform - if applicable, coordinate with HSSE for use of ISN	10.130	10.130	Identify gaps in service providers & opportunity to self perform - if applicable, coordinate with HSSE for use of ISN	Identify gaps in service providers & opportunity to self perform - if applicable, coordinate with HSSE for use of ISN	Identify gaps in service providers & opportunity to self perform - if applicable, coordinate with HSSE for use of ISN	Identify gaps in service providers & opportunity to self perform - if applicable, coordinate with HSSE for use of ISN	06/24/19	06/28/19	06/28/19
10.140	Create Vendor Contact List for account management	Create Vendor Contact List for account management	10.140	10.140	Create Vendor Contact List for account management	Create Vendor Contact List for account management	Create Vendor Contact List for account management	Create Vendor Contact List for account management	06/24/19	06/28/19	06/28/19
10.150	On board client vendors service providers	On board client vendors service providers	10.150	10.150	On board client vendors service providers	On board client vendors service providers	On board client vendors service providers	On board client vendors service providers	06/24/19	06/28/19	06/28/19
10.160	Introductory Letter & VMS Registration Instruction to Vendors	Introductory Letter & VMS Registration Instruction to Vendors	10.160	10.160	Introductory Letter & VMS Registration Instruction to Vendors	Introductory Letter & VMS Registration Instruction to Vendors	Introductory Letter & VMS Registration Instruction to Vendors	Introductory Letter & VMS Registration Instruction to Vendors	06/24/19	06/28/19	06/28/19
10.170	Contact vendors, ensure receipt of introduction letter / pricing / insurance requirements, etc	Contact vendors, ensure receipt of introduction letter / pricing / insurance requirements, etc	10.170	10.170	Contact vendors, ensure receipt of introduction letter / pricing / insurance requirements, etc	Contact vendors, ensure receipt of introduction letter / pricing / insurance requirements, etc	Contact vendors, ensure receipt of introduction letter / pricing / insurance requirements, etc	Contact vendors, ensure receipt of introduction letter / pricing / insurance requirements, etc	06/24/19	06/28/19	06/28/19
10.180	Distribute Supplier Engagement package with customer specifics	Distribute Supplier Engagement package with customer specifics	10.180	10.180	Distribute Supplier Engagement package with customer specifics	Distribute Supplier Engagement package with customer specifics	Distribute Supplier Engagement package with customer specifics	Distribute Supplier Engagement package with customer specifics	06/24/19	06/28/19	06/28/19
10.190	Validate current scopes/responsibilities match Customer distributed SLAs with Incumbents	Validate current scopes/responsibilities match Customer distributed SLAs with Incumbents	10.190	10.190	Validate current scopes/responsibilities match Customer distributed SLAs with Incumbents	Validate current scopes/responsibilities match Customer distributed SLAs with Incumbents	Validate current scopes/responsibilities match Customer distributed SLAs with Incumbents	Validate current scopes/responsibilities match Customer distributed SLAs with Incumbents	06/24/19	06/28/19	06/28/19
10.200	Develop & Distribute developed scopes to C&W personnel for validation and updates	Develop & Distribute developed scopes to C&W personnel for validation and updates	10.200	10.200	Develop & Distribute developed scopes to C&W personnel for validation and updates	Develop & Distribute developed scopes to C&W personnel for validation and updates	Develop & Distribute developed scopes to C&W personnel for validation and updates	Develop & Distribute developed scopes to C&W personnel for validation and updates	06/24/19	06/28/19	06/28/19
10.210	Vendor/contractor VMS registration pre-qualification review of safety Program - as needed or requested by procurement	Vendor/contractor VMS registration pre-qualification review of safety Program - as needed or requested by procurement	10.210	10.210	Vendor/contractor VMS registration pre-qualification review of safety Program - as needed or requested by procurement	Vendor/contractor VMS registration pre-qualification review of safety Program - as needed or requested by procurement	Vendor/contractor VMS registration pre-qualification review of safety Program - as needed or requested by procurement	Vendor/contractor VMS registration pre-qualification review of safety Program - as needed or requested by procurement	06/24/19	06/28/19	06/28/19
10.220	Forward Tax Exempt Certificates (in C&W Svc name if applicable)	Forward Tax Exempt Certificates (in C&W Svc name if applicable)	10.220	10.220	Forward Tax Exempt Certificates (in C&W Svc name if applicable)	Forward Tax Exempt Certificates (in C&W Svc name if applicable)	Forward Tax Exempt Certificates (in C&W Svc name if applicable)	Forward Tax Exempt Certificates (in C&W Svc name if applicable)	06/24/19	06/28/19	06/28/19
10.230	Vendor registration complete & all required documents provided (ie: COI)	Vendor registration complete & all required documents provided (ie: COI)	10.230	10.230	Vendor registration complete & all required documents provided (ie: COI)	Vendor registration complete & all required documents provided (ie: COI)	Vendor registration complete & all required documents provided (ie: COI)	Vendor registration complete & all required documents provided (ie: COI)	06/24/19	06/28/19	06/28/19
10.240	Total # of vendors	Total # of vendors	10.240	10.240	Total # of vendors	Total # of vendors	Total # of vendors	Total # of vendors	06/24/19	06/28/19	06/28/19
10.250	# Critical vendors to on board	# Critical vendors to on board	10.250	10.250	# Critical vendors to on board	# Critical vendors to on board	# Critical vendors to on board	# Critical vendors to on board	06/24/19	06/28/19	06/28/19
10.260	# Critical on boarded	# Critical on boarded	10.260	10.260	# Critical on boarded	# Critical on boarded	# Critical on boarded	# Critical on boarded	06/24/19	06/28/19	06/28/19
10.270	Critical vendors on board complete	Critical vendors on board complete	10.270	10.270	Critical vendors on board complete	Critical vendors on board complete	Critical vendors on board complete	Critical vendors on board complete	06/24/19	06/28/19	06/28/19
10.280	# of non-critical vendors to on board	# of non-critical vendors to on board	10.280	10.280	# of non-critical vendors to on board	# of non-critical vendors to on board	# of non-critical vendors to on board	# of non-critical vendors to on board	06/24/19	06/28/19	06/28/19
10.290	# non-critical vendors on boarded to date	# non-critical vendors on boarded to date	10.290	10.290	# non-critical vendors on boarded to date	# non-critical vendors on boarded to date	# non-critical vendors on boarded to date	# non-critical vendors on boarded to date	06/24/19	06/28/19	06/28/19
10.300	Non critical Vendor on boarded % complete	Non critical Vendor on boarded % complete	10.300	10.300	Non critical Vendor on boarded % complete	Non critical Vendor on boarded % complete	Non critical Vendor on boarded % complete	Non critical Vendor on boarded % complete	06/24/19	06/28/19	06/28/19
10.310	Validate vendor registration in VMS	Validate vendor registration in VMS	10.310	10.310	Validate vendor registration in VMS	Validate vendor registration in VMS	Validate vendor registration in VMS	Validate vendor registration in VMS	06/24/19	06/28/19	06/28/19
10.320	Critical vendor under contract / agreement / PO for services	Critical vendor under contract / agreement / PO for services	10.320	10.320	Critical vendor under contract / agreement / PO for services	Critical vendor under contract / agreement / PO for services	Critical vendor under contract / agreement / PO for services	Critical vendor under contract / agreement / PO for services	06/24/19	06/28/19	06/28/19
10.330	Notify Clients of Any Changes	Notify Clients of Any Changes	10.330	10.330	Notify Clients of Any Changes	Notify Clients of Any Changes	Notify Clients of Any Changes	Notify Clients of Any Changes	06/24/19	06/28/19	06/28/19
10.340	Supply Site Manager with all location documentation (Supplier contact list, unsigned subcontract copies, PO Logs, and copies of quotes)	Supply Site Manager with all location documentation (Supplier contact list, unsigned subcontract copies, PO Logs, and copies of quotes)	10.340	10.340	Supply Site Manager with all location documentation (Supplier contact list, unsigned subcontract copies, PO Logs, and copies of quotes)	Supply Site Manager with all location documentation (Supplier contact list, unsigned subcontract copies, PO Logs, and copies of quotes)	Supply Site Manager with all location documentation (Supplier contact list, unsigned subcontract copies, PO Logs, and copies of quotes)	Supply Site Manager with all location documentation (Supplier contact list, unsigned subcontract copies, PO Logs, and copies of quotes)	06/24/19	06/28/19	06/28/19
10.350	Sign off from Account Team that transition is complete	Sign off from Account Team that transition is complete	10.350	10.350	Sign off from Account Team that transition is complete	Sign off from Account Team that transition is complete	Sign off from Account Team that transition is complete	Sign off from Account Team that transition is complete	06/24/19	06/28/19	06/28/19
11.000	Engagement Health & Safety	Engagement Health & Safety	11.000	11.000	Engagement Health & Safety	Engagement Health & Safety	Engagement Health & Safety	Engagement Health & Safety	06/24/19	06/28/19	06/28/19
11.010	Administrative	Administrative	11.010	11.010	Administrative	Administrative	Administrative	Administrative	06/24/19	06/28/19	06/28/19
11.020	Add site leadership to Regional Safety Distribution (email) lists	Add site leadership to Regional Safety Distribution (email) lists	11.020	11.020	Add site leadership to Regional Safety Distribution (email) lists	Add site leadership to Regional Safety Distribution (email) lists	Add site leadership to Regional Safety Distribution (email) lists	Add site leadership to Regional Safety Distribution (email) lists	06/24/19	06/28/19	06/28/19
11.030	Add site contacts to regional conference call calendar invitation	Add site contacts to regional conference call calendar invitation	11.030	11.030	Add site contacts to regional conference call calendar invitation	Add site contacts to regional conference call calendar invitation	Add site contacts to regional conference call calendar invitation	Add site contacts to regional conference call calendar invitation	06/24/19	06/28/19	06/28/19
11.040	Conduct new account manager safety overview/training	Conduct new account manager safety overview/training	11.040	11.040	Conduct new account manager safety overview/training	Conduct new account manager safety overview/training	Conduct new account manager safety overview/training	Conduct new account manager safety overview/training	06/24/19	06/28/19	06/28/19
11.050	Ensure AM and/or designee have necessary access to Utrack2	Ensure AM and/or designee have necessary access to Utrack2	11.050	11.050	Ensure AM and/or designee have necessary access to Utrack2	Ensure AM and/or designee have necessary access to Utrack2	Ensure AM and/or designee have necessary access to Utrack2	Ensure AM and/or designee have necessary access to Utrack2	06/24/19	06/28/19	06/28/19
11.060	Ensure each E&E has access to Safety Data Sheets (SDS) for any and all chemicals they use in their work activities	Ensure each E&E has access to Safety Data Sheets (SDS) for any and all chemicals they use in their work activities	11.060	11.060	Ensure each E&E has access to Safety Data Sheets (SDS) for any and all chemicals they use in their work activities	Ensure each E&E has access to Safety Data Sheets (SDS) for any and all chemicals they use in their work activities	Ensure each E&E has access to Safety Data Sheets (SDS) for any and all chemicals they use in their work activities	Ensure each E&E has access to Safety Data Sheets (SDS) for any and all chemicals they use in their work activities	06/24/19	06/28/19	06/28/19
11.070	Designate an employee to be responsible for the account safety program	Designate an employee to be responsible for the account safety program	11.070	11.070	Designate an employee to be responsible for the account safety program	Designate an employee to be responsible for the account safety program	Designate an employee to be responsible for the account safety program	Designate an employee to be responsible for the account safety program	06/24/19	06/28/19	06/28/19
11.080	Incident Mgmt. Compliance & Metrics	Incident Mgmt. Compliance & Metrics	11.080	11.080	Incident Mgmt. Compliance & Metrics	Incident Mgmt. Compliance & Metrics	Incident Mgmt. Compliance & Metrics	Incident Mgmt. Compliance & Metrics	06/24/19	06/28/19	06/28/19
11.090	Ensure a draft worksite hazard analysis (WHA) is completed for each occupation (e.g. electrical, mechanical, landscaping, etc.) on your sites scope of work. The WHA must be purchased and distributed to the applicable employees	Ensure a draft worksite hazard analysis (WHA) is completed for each occupation (e.g. electrical, mechanical, landscaping, etc.) on your sites scope of work. The WHA must be purchased and distributed to the applicable employees	11.090	11.090	Ensure a draft worksite hazard analysis (WHA) is completed for each occupation (e.g. electrical, mechanical, landscaping, etc.) on your sites scope of work. The WHA must be purchased and distributed to the applicable employees	Ensure a draft worksite hazard analysis (WHA) is completed for each occupation (e.g. electrical, mechanical, landscaping, etc.) on your sites scope of work. The WHA must be purchased and distributed to the applicable employees	Ensure a draft worksite hazard analysis (WHA) is completed for each occupation (e.g. electrical, mechanical, landscaping, etc.) on your sites scope of work. The WHA must be purchased and distributed to the applicable employees	Ensure a draft worksite hazard analysis (WHA) is completed for each occupation (e.g. electrical, mechanical, landscaping, etc.) on your sites scope of work. The WHA must be purchased and distributed to the applicable employees	06/24/19	06/28/19	06/28/19
11.100	Establish & post emergency contact information where it can be found easily in an emergency	Establish & post emergency contact information where it can be found easily in an emergency	11.100	11.100	Establish & post emergency contact information where it can be found easily in an emergency	Establish & post emergency contact information where it can be found easily in an emergency	Establish & post emergency contact information where it can be found easily in an emergency	Establish & post emergency contact information where it can be found easily in an emergency	06/24/19	06/28/19	06/28/19
11.110	Ensure the site has established a relationship with a local occupational health clinic	Ensure the site has established a relationship with a local occupational health clinic	11.110	11.110	Ensure the site has established a relationship with a local occupational health clinic	Ensure the site has established a relationship with a local occupational health clinic	Ensure the site has established a relationship with a local occupational health clinic	Ensure the site has established a relationship with a local occupational health clinic	06/24/19	06/28/19	06/28/19
11.120	Activate Job Risk Review (JRR) in the Utrack2 Database	Activate Job Risk Review (JRR) in the Utrack2 Database	11.120	11.120	Activate Job Risk Review (JRR) in the Utrack2 Database	Activate Job Risk Review (JRR) in the Utrack2 Database	Activate Job Risk Review (JRR) in the Utrack2 Database	Activate Job Risk Review (JRR) in the Utrack2 Database	06/24/19	06/28/19	06/28/19
11.130	Training	Training	11.130	11.130	Training	Training	Training	Training	06/24/19	06/28/19	06/28/19
11.140	AM to set up CORE and HFO training reports in the same format as corporate	AM to set up CORE and HFO training reports in the same format as corporate	11.140	11.140	AM to set up CORE and HFO training reports in the same format as corporate	AM to set up CORE and HFO training reports in the same format as corporate	AM to set up CORE and HFO training reports in the same format as corporate	AM to set up CORE and HFO training reports in the same format as corporate	06/24/19	06/28/19	06/28/19
11.150	Post all site supervisor/trainers in the SIF Serious Injury/Illness rapid notification email process	Post all site supervisor/trainers in the SIF Serious Injury/Illness rapid notification email process	11.150	11.150	Post all site supervisor/trainers in the SIF Serious Injury/Illness rapid notification email process	Post all site supervisor/trainers in the SIF Serious Injury/Illness rapid notification email process	Post all site supervisor/trainers in the SIF Serious Injury/Illness rapid notification email process	Post all site supervisor/trainers in the SIF Serious Injury/Illness rapid notification email process	06/24/19	06/28/19	06/28/19
11.160	Train all supervisors on the Nurse Triage Process	Train all supervisors on the Nurse Triage Process	11.160	11.160	Train all supervisors on the Nurse Triage Process	Train all supervisors on the Nurse Triage Process	Train all supervisors on the Nurse Triage Process	Train all supervisors on the Nurse Triage Process	06/24/19	06/28/19	06/28/19
11.170	Complete New Employee Safety Orientation (NESO)	Complete New Employee Safety Orientation (NESO)	11.170	11.170	Complete New Employee Safety Orientation (NESO)	Complete New Employee Safety Orientation (NESO)	Complete New Employee Safety Orientation (NESO)	Complete New Employee Safety Orientation (NESO)	06/24/19	06/28/19	06/28/19



Task	Milestones	Timeline	Status	Task Description	Tool / Document / Notes	Collab	Responsible	% Complete	Start Date	End Date	Highlights	Issue & Action
	11.180			HSSE Playbook				0%	08/17/19	08/30/19		
	11.190			Ensure the site establishes a filing system for all applicable ERIS documents.	SharePoint with instructions on the ERIS forms are linked on the Safety K-Hub website. An electronic filing system is not feasible. It is ok to utilize the same format with a 3 ring binder.		Act Mgr	0%	08/17/19	08/28/19	na	
	11.200			Ensure the site has first-aid kits that meet the NIOSH Triage Program requirements.	Order is placed vendor site to work with Procurement to ensure kits are delivered to all containers and stored on the Safety K-Hub website.		Act Mgr	0%	07/01/19	08/09/19		
	11.210			Develop and implement an injury and illness prevention program, IIPP	A requirement of California sites, only		HSSE	0%	07/01/19	08/09/19		
	11.220			Complete JRP Applicability Questionnaire and submit to corporate HSSE.	Request questionnaire from "Virginia Reyes" in the corporate HSSE office		Act Mgr	0%	07/01/19	07/13/19		
	12.000			<b>Risk Management</b>			HSSE	0%	08/17/19	07/12/19		
	12.010			Prepare emergency escalation / communication list			Trans. Mgr	0%	06/24/19	07/12/19		
	12.020			Provide Certificate of Insurance to Customer (if required)	Requesting Certificate of Insurance Form		Trans. Mgr	0%	06/17/19	07/12/19		
	12.030			Obtain Performance Bond (if required)			Operations	0%	06/17/19	07/12/19		
	13.000			<b>Rolling Action Item List (RAIL)</b>			Act Mgr	0%	07/01/19	08/12/19		
	13.010			Transition Close out			Trans. Mgr	0%	06/13/19	08/13/19		
	13.020			Turnover to Account Mgmt: open items / operations development next steps			Trans. Mgr	0%	07/01/19	08/09/19		
	13.030			Schedule recurring act team RAIL meeting			Act Mgr	0%	07/01/19	07/12/19		
	13.040			Open RAIL list to be transitioned to Act Manager			Trans. Mgr	0%	07/01/19	08/09/19		
	13.050			Conduct client satisfaction survey post transition			Trans. Mgr	0%	07/01/19	08/23/19		
	13.060			90 day close out audit	Request SS Impulse set up form Change Mgmt Lead <a href="https://outlook.sharepoint.com/sites/maif/SitePages/2019-07-01-SS-IMPULSE-Form-Change-Mgmt-Lead.aspx">https://outlook.sharepoint.com/sites/maif/SitePages/2019-07-01-SS-IMPULSE-Form-Change-Mgmt-Lead.aspx</a>		Trans. Mgr	0%	07/28/19	08/09/19		
	13.070						Trans. Mgr	0%	08/02/19	08/13/19		
	13.080			Operational Team			Operations	0%	07/01/19	08/30/19		
	13.090			Review Scope of Services as needed			Operations	0%	07/01/19	08/30/19		
	13.100			Audit of account Contract Matrix - Collect/Verify data			Operations	0%	07/01/19	08/30/19		
	13.110			Employee Assessment			Operations	0%	07/01/19	08/30/19		
	13.120			Watch Outlines during the first 30 days			Act Mgr	0%	07/01/19	08/09/19		
	13.130			SOURCING: Implement RFP for Vendor Service (if applicable)			Operations	0%	07/01/19	08/30/19		
	13.140			Evaluate Vendor Bids			Operations	0%	07/01/19	08/30/19		
	13.150			Initiate vendor contracts			Operations	0%	07/01/19	08/30/19		
	13.160			Complete Job Risk Review in Ultra2 (Administrative and Compliance Programs)			Act Mgr	0%	07/01/19	08/30/19		
	13.170			Ensure all containers are marked with Contents, Hazards and Manufacturers Name (This includes House Containers)			HSSE	0%	07/01/19	08/30/19		
	13.180			Update / Revise SOP's & Policies			Act Mgr	0%	07/01/19	08/30/19		
	13.190			Refine Contingency Plan for operation			Operations	0%	07/01/19	08/30/19		
	13.200			Develop & Implement R&R Program			Operations	0%	07/01/19	08/30/19		



**FAIR SUBCONTRACTING PRACTICES**

**In compliance with Miami-Dade County Code Section 2-8.8, the Bidder/Proposer shall submit with the proposal a detailed statement of its policies and procedures (use separate sheet if necessary) for awarding subcontractors.**

Please see our procedures for awarding subcontractors below.

☐ **NO SUBCONTRACTORS WILL BE UTILIZED FOR THIS CONTRACT**

A handwritten signature in black ink, appearing to be "C. W. Services", written over a horizontal line.

Signature

March 21, 2019

Date

C&W Services procures subcontract services in accordance with the guidelines issued in MIA's scope of work. We have successfully partnered with Globe Facilities Management for four (4) years at MIA to fulfill the required 15% SBE - G&S goal.

We are also proposing a partnership with ClearView Building Services to perform window washing services for Zone 2. More detail on their involvement has been included within our technical response.

During the selection stage of our subcontract management process, C&W Services' evaluates subcontract opportunities including the area of scope, the cost, performance or quality advantages and core competency alignment. Based on those evaluations, we will inquire with small, minority, disadvantaged and women-owned businesses with the consent of MIA and determine qualified subcontractor criteria.

C&W Services will continue to work closely with MIA to identify subcontractors that suit the needs of your airport.





**AFFIDAVIT OF MIAMI-DADE COUNTY  
LOBBYIST REGISTRATION FOR ORAL PRESENTATION**

(1) Solicitation Title: Janitorial Services for Miami International Airport, Terminals (FGHJ) - Zone 2 Solicitation No.: WOPR-01150  
 (2) Department: Miami-Dade County  
 (3) Proposer's Name: C&W Facility Services Inc. (d/b/a C&W Services)  
 Address: 275 Grove Street, Suite 3-200 Zip: 02466  
 Business Telephone: (305) 310-5917 E-Mail: milagros.diaz@cwservices.com

**(4) List All Members of the Presentation Team Who Will Be Participating in the Oral Presentation:**

Name	Title	Employed By	Email Address
Michael Dunn	Executive Vice President	C&W Services	michael.dunn@cwservices.com
Jonathan Peck	Sr. VP, Client Retention	C&W Services	jonathan.peck@cwservices.com
Michael Ambrose	VP of Operations	C&W Services	michael.ambrose@cwservices.com
Roy Alonso	General Manager	C&W Services	roy.alonso@cwservices.com
Milagros Diaz	Director of Operations	C&W Services	milagros.diaz@cwservices.com
Connie Arana	Janitorial Services Manager	C&W Services	connie.arana@cwservices.com
Jeff Walters	VP, Innovation, Solutions & Change	C&W Services	jeff.walters@cwservices.com

**(ATTACH ADDITIONAL SHEETS IF NECESSARY)**

The individuals named above are Registered and the Registration Fee is not required for the Oral Presentation ONLY.

Any person who appears as a representative for an individual or firm for an oral presentation before a County certification, evaluation, selection, technical review or similar committee must be listed on an affidavit provided by the County. The affidavit shall be filed with the Clerk of the Board at the time the response is submitted. The individual or firm must submit a revised affidavit for additional team members added after submittal of the proposal with the Clerk of the Board prior to the oral presentation. Any person not listed on the affidavit or revised affidavit may not participate in the oral presentation, unless he or she is registered with the Clerk's office and has paid all applicable fees.

Other than for the oral presentation, Proposers who wish to address the county commission, county board or county committee concerning any actions, decisions or recommendations of County personnel regarding this solicitation in accordance with Section 2-11.1(s) of the Code of Miami-Dade County MUST register with the Clerk of the Board and pay all applicable fees.

I do solemnly swear that all the foregoing facts are true and correct and I have read or am familiar with the provisions of Section 2-11.1(s) of the Code of Miami-Dade County as amended.

Signature of Authorized Representative:  Title: Kevin Walsh, Treasurer

STATE OF Massachusetts

COUNTY OF Middlesex

The foregoing instrument was acknowledged before me this 21st day of March 2019

by OFFICER a Corporation, who is personally known  
 (Individual, Officer, Partner or Agent) (Sole Proprietor, Corporation or Partnership)

to me or who has produced \_\_\_\_\_ as identification and who did/did not take an oath.





(Signature of person taking acknowledgement)

*Claudia Missert*

(Name of Acknowledger typed, printed or stamped)

*Notary Public*

(Title or Rank)

(Serial Number, if any)



**CLAUDIA MISSERT**  
**Notary Public**  
**Commonwealth of Massachusetts**  
**My Commission Expires**  
**December 21, 2023**

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**SUBCONTRACTOR/SUPPLIER LISTING**  
(Miami-Dade County Code Sections 2-8.1, 2-8.8 and 10-34)

Name of Bidder/Proposer:

FEIN No. \_\_\_\_\_

In accordance with Sections 2-8.1, 2-8.8 and 10.34 of the Miami-Dade County Code, this form must be submitted as a condition of award by all Bidders/Proposers on County contracts for purchase of supplies, materials or services, including professional services which involve expenditures of \$100,000 or more, and all Proposers on County or Public Health Trust construction contracts which involve expenditures of \$100,000 or more. The Bidder/Proposer who is awarded this contract shall not change or substitute first tier subcontractors or direct suppliers or the portions of the contract work to be performed or materials to be supplied from those identified, except upon written approval of the County. The Bidder/Proposer should enter the word "NONE" under the appropriate heading of this form if no subcontractors or suppliers will be used on the contract and sign the form below.

In accordance with Ordinance No. 11-90, an entity contracting with the County shall report the race, gender and ethnic origin of the owners and employees of all first tier subcontractors/suppliers. In the event that the recommended Bidder/Proposer demonstrates to the County prior to award that the race, gender, and ethnic information is not reasonably available at that time, the Bidder/Proposer shall be obligated to exercise diligent efforts to obtain that information and provide the same to the County not later than ten (10) days after it becomes available and, in any event, prior to final payment under the contract.

(Please duplicate this form if additional space is needed.)

[illegible]

☐ Mark here if race, gender and ethnicity information is not available and will be provided at a later date. This data may be submitted to contracting department or on-line to the Small Business Development of the Internal Services Department at <http://www.miamidade.gov/businessdevelopment-contracts.asp>. As a condition of final payment, Bidder/Proposer shall provide subcontractor information on the Subcontractor Payment Report Sub 200 form which can be found at: <http://www.miamidade.gov/business/library/forms/subcontractor-payment.pdf>.

I certify that the representations contained in this Subcontractor/Supplier listing are to the best of my knowledge true and accurate.

Signature of Bidder/Proposer \_\_\_\_\_

Kevin Walsh

Print Name \_\_\_\_\_

Treasurer

Print Title

March 21, 2019

Date \_\_\_\_\_



**Miami-Dade County****Contractor Due Diligence Affidavit**

Per Miami-Dade County Board of County Commissioners (Board) Resolution No. R-63-14, County Vendors and Contractors shall disclose the following as a condition of award for any contract that exceeds one million dollars (\$1,000,000) or that otherwise must be presented to the Board for approval:

- (1) Provide a list of all lawsuits in the five (5) years prior to bid or proposal submittal that have been filed against the firm, its directors, partners, principals and/or board members based on a breach of contract by the firm; include the case name, number and disposition;
- (2) Provide a list of any instances in the five (5) years prior to bid or proposal submittal where the firm has defaulted; include a brief description of the circumstances;
- (3) Provide a list of any instances in the five (5) years prior to bid or proposal submittal where the firm has been debarred or received a formal notice of non-compliance or non-performance, such as a notice to cure or a suspension from participating or bidding for contracts, whether related to Miami-Dade County or not.

All of the above information shall be attached to the executed affidavit and submitted to the Procurement Contracting Officer (PCO)/ AE Selection Coordinator overseeing this solicitation. The Vendor/Contractor attests to providing all of the above information, if applicable, to the PCO.

Contract No. : WOPR-01150 Federal Employer Identification Number (FEIN): 77-0698582  
 Contract Title: Janitorial Services for Miami International Airport, Terminals (FGHJ) - Zone 2

Kevin Walsh Treasurer [Signature]  
 Printed Name of Affiant Printed Title of Affiant Signature of Affiant  
C&W Facility Services Inc. (d/b/a C&W Services) March 21, 2019  
 Name of Firm Date  
275 Grove Street, Suite 3-200 Massachusetts 02466  
 Address of Firm State Zip Code

**Notary Public Information**

Notary Public - State of Massachusetts County of Middlesex

Subscribed and sworn to (or affirmed) before me this 21<sup>st</sup> day of, March 2019  
 by Claudia Missert He or she is personally known to me ✓ or has produced identification

Type of identification produced \_\_\_\_\_

[Signature] \_\_\_\_\_  
 Signature of Notary Public Serial Number

**CLAUDIA MISSERT**  
 Notary Public  
 Commonwealth of Massachusetts  
 My Commission Expires  
 December 21, 2023

12/21/23  
 Expiration Date


Notary Public Seal





**Miami-Dade County  
Procurement Management Services  
Proposal Submittal Form**

111 NW 1<sup>st</sup> Street, Suite 1300, Miami, FL 33128

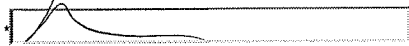
<b>Solicitation No. WOPR-01150</b>		<b>Solicitation Title: Janitorial Services for Miami International Airport, Terminals (FGHJ) - Zone 2</b>	
<b>Legal Company Name (include d/b/a if applicable):</b> C&W Facility Services Inc. (d/b/a C&W Services)		<b>Federal Tax Identification Number:</b> 77-0698582	
<b>If Corporation - Date Incorporated/Organized:</b> September 24, 2007		<b>State Incorporated/Organized:</b> Massachusetts	
<b>Company Operating Address:</b> 275 Grove Street, Suite 3-200	<b>City:</b> Auburndale	<b>State:</b> MA	<b>Zip Code:</b> 02466
<b>Company Contact Person:</b> Milagros Diaz		<b>Email Address:</b> milagros.diaz@cwservices.com	
<b>Phone Number (include area code):</b> (305) 310-5917	<b>Fax Number (include area code):</b> (617) 969-2210	<b>Company's Internet Web Address:</b> www.cwservices.com	
<p><b>Pursuant to Miami-Dade County Ordinance 94-34, any individual, corporation, partnership, joint venture or other legal entity having an officer, director, or executive who has been convicted of a felony during the past ten (10) years shall disclose this information prior to entering into a contract with or receiving funding from the County.</b></p> <p><input type="checkbox"/> Place a check mark here only if Proposer has such conviction to disclose to comply with this requirement.</p>			
<p><b><u>SCRUTINIZED COMPANIES WITH ACTIVITIES IN SUDAN LIST OR THE SCRUTINIZED COMPANIES WITH ACTIVITIES IN THE IRAN PETROLEUM ENERGY SECTOR LIST:</u></b></p> <p>By executing this proposal through a duly authorized representative, the Proposer certifies that the Proposer is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, as those terms are used and defined in sections 287.135 and 215.473 of the Florida Statutes. In the event that the Proposer is unable to provide such certification but still seeks to be considered for award of this solicitation, the Proposer shall execute the proposal through a duly authorized representative and shall also initial this space: <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1.2em; vertical-align: middle;"></span>. In such event, the Proposer shall furnish together with its proposal response a duly executed written explanation of the facts supporting any exception to the requirement for certification that it claims under Section 287.135 of the Florida Statutes. The Proposer agrees to cooperate fully with the County in any investigation undertaken by the County to determine whether the claimed exception would be applicable. The County shall have the right to terminate any contract resulting from this solicitation for default if the Proposer is found to have submitted a false certification or to have been placed on the Scrutinized Companies for Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.</p>			
<p><b>WAIVER OF CONFIDENTIALITY AND TRADE SECRET TREATMENT OF PROPOSAL</b></p> <p>The Proposer acknowledges and agrees that the submittal of the Proposal is governed by Florida's Government in the Sunshine Laws and Public Records Laws as set forth in Florida Statutes Section 286.011 and Florida Statutes Chapter 119. As such, all material submitted as part of, or in support of, the proposal will be available for public inspection after opening of proposals and may be considered by the County or a selection committee in public.</p> <p><b><u>By submitting a proposal pursuant to this solicitation, you agree that all such materials may be considered to be public records. The Proposer shall not submit any information in response to this Solicitation which the Proposer considers to be a trade secret, proprietary or confidential.</u></b></p> <p>In the event that the Proposal contains a claim that all or a portion of the Proposal submitted contains confidential, proprietary or trade secret information, the Proposer, by signing below, knowingly and expressly waives all claims made that the Proposal, or any part thereof no matter how indicated, is confidential, proprietary or a trade secret and authorizes the County to release such information to the public for any reason.</p>			
<b>Acknowledgment of Waiver:</b>			
<b>Proposer's Authorized Representative's Signature:</b> 		<b>Date:</b> March 21, 2019	
<b>Type or Print Name:</b> * Kevin Walsh			



**Type or Print Title \***

Treasurer

The submittal of a proposal by a Proposer will be considered a good faith commitment by the Proposer to negotiate a contract with the County in substantially similar terms to the proposal offered and, if successful in the process set forth in this Solicitation and subject to its conditions, to enter into a contract substantially in the terms herein.

**Proposer's Authorized Representative's Signature:****Date \***

March 21, 2019

**Type or Print Name**

\* Kevin Walsh

**Type or Print Title \***

Treasurer



**Exhibit G**

**Administrative Order 3-30 Living Wage (LW) Living Wages Requirement for  
County Service Contracts,  
LW Ordinance 16-87 and County Code 2-8.9**



## **Administrative Order**



MIAMI-DADE

**Administrative Order No.:** 3-30

**Title:** Living Wages Requirement for County Service Contracts

**Ordered:** 7/25/2000

**Effective:** 8/4/2000

### **AUTHORITY:**

Section 4.02 of the Home Rule Amendment and Charter, Section 2-8.9 of the Code of Miami-Dade County and Ordinance 99-44.

### **POLICY:**

It is the policy of Miami-Dade County that all service contractors performing covered services pay employees providing the covered services no less than the applicable hourly living wage rate, with or without health benefits, as specified in accordance with Section 2-8.9 of the Code of Miami-Dade County and Ordinance 99-44.

### **PURPOSE:**

This Administrative Order implements Ordinance 99-44, Living Wage Ordinance for County Service Contracts, and establishes an administrative procedure for the filing, processing and resolution of complaints regarding underpayment of required hourly wages and if applicable health benefits and remedies for non-compliance with this ordinance. The Department of Procurement Management (DPM) is responsible for ensuring that the living wage requirements are included in all applicable contracts. The Department of Business Development is designated as the Compliance Officer and is responsible for implementing and enforcing this Administrative Order.

### **EXCEPTION:**

This Administrative Order does not apply to contracts for covered services awarded by the County that involve a total contract value of one hundred thousand dollars (\$100,000) per year or less; however, the Ordinance does apply to all General Aeronautical Service Permits (GASP), and all contracts for services previously performed by County employees and solicited to be performed by a service contractor. Such services shall be covered regardless of the dollar value of the contract.

### **SECTION I - DEFINITIONS**

The following definitions, as well as additional terms necessary for the understanding of this Administrative Order, shall apply:



- A. *Administrative hearing officer* means a qualified arbitrator appointed by the County Manager to resolve disputes arising from the enforcement of Miami-Dade County Ordinance 99-44.
- B. *Applicable department* means the County department using the service contract.
- C. *Complaint* means any written charge/allegation presented to the Compliance Officer alleging a practice prohibited by the Ordinance.
- D. *Compliance officer* means the County Manager or his/her designee to review compliance with Ordinance 99-44 and this Administrative Order.
- E. *Contract* means an agreement covered by Ordinance 99-44 involving the County or Public Health Trust, or approved by the County, the Procurement Director or his/her designee, or the Public Health Trust.
- F. *Contracting officer* means the Department of Procurement Management and Public Health Trust staff any other County personnel responsible for issuing County service contracts.
- G. *County* means the government of Miami-Dade County or the Public Health Trust.
- H. *Covered employee* means anyone employed by any service contractor, as further defined in Ordinance 99-44, either full or part time, as an employee with or without benefits that is involved in providing covered services pursuant to the service contractor's contract with the County.
- I. *Covered employer* means any and all service contractors and subcontractors of service contractors providing covered services.
- J. *Covered services* are services purchased by the County that are subject to the requirements of the Living Wage Ordinance which are one of the following:
  - 1. County Service Contracts - Contracts awarded by the County that involve a total contract value of over \$100,000 per year for the following services:
    - i. food preparation and/or distribution;
    - ii. security services;
    - iii. routine maintenance services such as custodial, cleaning, refuse removal, repair, refinishing and recycling;
    - iv. clerical or other non-supervisory office work, whether temporary or permanent;
    - v. transportation and parking services including airport and seaport services;
    - vi. printing and reproduction services; and,
    - vii. landscaping, lawn and/or agricultural services.
  - 2. GASP Permittee - Any covered service that is provided by a GASP permittee at Miami International Airport without reference to any contract value.
  - 3. Services Performed by County Employees - Should any services that are being performed by County employees at the time Ordinance 99-44 was



enacted be solicited in the future by the County to be performed by a service contractor, such services shall be covered subject to this Ordinance regardless of the value of the contract and language requiring same shall be inserted into any implementing legislation.

- K. *Debar* means to exclude a service contractor, its individual officers, its principal shareholders, its qualifying agent or its affiliated businesses from County contracting and subcontracting for a specific period of time, not to exceed five (5) years, pursuant to section 10-38 of the Code of Miami-Dade County.
- L. *Living wage* means the basic hourly rate of pay and health benefits contained in Ordinance 99-44.
- M. *Living Wage Commission* means a fifteen person commission established by the County Commission for the purpose of reviewing the effectiveness of the Living Wage Ordinance, reviewing certifications submitted by covered employers, reviewing quarterly reports on complaints filed by employees and making recommendations to the County Mayor and Commission.
- N. *Project manager* means the person assigned under a contract, usually a department director of the using agency or his/her designee, who has primary responsibility to manage the contract and enforce contract requirements.
- O. *Service contractor* is any individual, business entity, corporation (whether for profit or not-for-profit), partnership, limited liability company, joint venture, or similar business that is conducting business in Miami-Dade County or any immediately adjoining county and meets the following criteria:
  - 1. the service contractor is paid in whole or in part from the County's general fund, capital projects funds, special revenue funds, or any other funds either directly or indirectly, for contracted covered service whether by competitive bid process, informal bids, requests for proposals, some form of solicitation, negotiation, or agreement, or any other decision to enter into a contract; and
  - 2. the service contractor and any subcontractor is engaged in the business to provide covered services either directly or indirectly for the benefit of the County; or
  - 3. the service contractor is a GASP permittee at Miami International Airport.

## **SECTION II - RESPONSIBILITY OF THE COMPLIANCE OFFICER**

The compliance officer shall, in cooperation with other agencies of the County which are affected by the provisions of Section 2-8.9 of the Code of Miami-Dade County and Ordinance 99-44, be jointly responsible for implementing this section of the Code. Primary responsibilities of the compliance officer include the following:

- A. Prepare, update and disseminate supplemental general conditions or other material for supplementing the bid specifications (including wages and benefits notice) for inclusion with applicable bid specifications and contract documents;



- B. Provide an overview of the monitoring process;
- C. Provide insight and guidance to the contracting officer, project manager and applicable departments on administration of living wage requirements for covered contracts; and
- D. Administer investigation of complaints and assessment of remedies (see section XII).

Performing additional duties and tasks as necessary to assure the proper management of this program, coordinate with the Office of the County Manager and with other County offices, departments and agencies including the Public Health Trust.

### **SECTION III - RESPONSIBILITY OF CONTRACTING OFFICER**

The contracting officer for each agency of County government issuing service contracts subject to Section 2-8.9 of the Code, Ordinance 99-44 and this Administrative Order, and in cooperation with the compliance officer, shall:

- A. Insert the living wage and health benefits rate specifications in all advertised requests for bids, requests for proposals or quotations and contracts. The specifications for such contracts shall:
  - 1. Include the applicable hourly wage rate in dollars and cents for covered employees;
  - 2. Mandate the service contractor to whom the contract is awarded, and any subcontractor to that contractor, pay not less than the specified hourly living wage rate and health benefits to all employees providing covered services pursuant to performance of the contract;
  - 3. Provide that the covered employer may fulfill the obligation to pay such specified minimum hourly wage rate by payment of wages and contributions to employee health benefit plans, or payments of wages plus the minimum hourly cash equivalent of health benefits consistent with the requirements of Ordinance 99-44.
  - 4. Provide that the covered employer may qualify to pay the base living wage rate during a new employee's initial eligibility period, as specified in the employer's bona fide health benefit provider plan, provided the new employee will receive health benefits upon completion of the eligibility period and that covered employer submit proof of said health benefits to the contracting department for approval;



5. Provide that the covered employer shall pay the County five hundred dollars (\$500) as liquidated damages for each employee of the covered employer who performs any portion of the contract work for each week, or portion thereof, that such employee is paid less than the said specified combined overall hourly wage rate and if applicable, health benefits;
6. Provide that the covered employer shall post in a visible place on the site where such contract work is being performed a notice specifying the:
  - a. wages/benefits to be paid;
  - b. amount of liquidated damages for any failure to pay such specified combined overall hourly wage rate and, if applicable, health benefits, and
  - c. the name and address of the responsible official in Miami-Dade County to whom written complaints should be sent. Posting requirements will not be required where the covered employer prints the following statements on the front of the covered employee's first paycheck and every six months thereafter: "You are required by Miami-Dade County law to be paid at least [insert applicable rate under this Chapter] dollars an hour. If you are not paid this hourly rate, contact your supervisor or a lawyer." All notices will be printed in English, Spanish and Creole.
7. Provide that the County may withhold from the covered employer accrued payments as may be considered necessary to pay employees of the covered employer for the performance of the contract work, the difference between the hourly living wage rate plus, if applicable, health benefits required to be paid by the covered employer to the employees on the contract and the amounts received by such employee and, where violations have been found and upheld, the covered employer or their agents shall not be entitled to refunds of the amounts withheld in the event the covered employer has failed to properly reimburse employees.
8. Require the covered employer to keep, or cause to be kept, accurate written records signed under oath as true and correct showing:
  - a. the name, address, social security number, job title, and classification of each covered employee performing covered services on a contract;
  - b. the number of hours worked each day by each covered employee;
  - c. For each covered employee, the gross wages earned and deductions made; annual wages paid; a copy of the social security returns and evidence of payment thereof; a record of health benefit payments, including contributions to approved plans; and,



- d. any other data or information the Living Wage Commission or compliance officer should require.
9. Provide that no covered employer may terminate an employee performing covered services on a contract and/or retaliate because of the employee filing a complaint of a practice prohibited by this Administrative Order or because there is any enforcement action taken against a service contractor.

#### **SECTION IV - RESPONSIBILITY OF PROJECT MANAGER**

- A. The project manager shall have primary responsibility for ensuring compliance with Ordinance 99-44 by a covered employer and shall at a minimum ensure compliance of the following:
  1. Assure that covered employers have provided the required fair wage affidavit certifications with every invoice or requisition for payment and have posted the required wage and complaint information at the job site.
  2. Perform periodic examinations of covered employer's payroll and employment activity records.
  3. Perform the necessary worksite inspections and worker interviews to assure that employees are being paid the proper wages. In addition, the project manager will be responsible for performing other duties and tasks as necessary to assure the proper enforcement of Ordinance 99-44 and the required coordination with contractors, subcontractors and employees at County service contract sites.
  4. Forward complaints to compliance officer for investigation.
  5. Require that covered employer submit every six (6) months, to the applicable department, a complete payroll showing the employer's payroll records for each covered employee working on the contract for covered services for one payroll period and forward to compliance officer for review.
  6. Require that covered employer file with the applicable department every six months, reports of employment activities to be made publicly available, including: race, gender and wage rates employees hired and terminated. The report(s) must be forwarded to the compliance officer.

#### **SECTION V - RESPONSIBILITY OF BIDDER OR PROPOSER**

Respondents to requests for bids or requests for proposals on service contracts subject to the requirements of Section 2-8.9 of the Code, Ordinance 99-44 and this Administrative Order, shall provide the living wage affidavit with bids or proposals.



## **SECTION VI - RESPONSIBILITY OF SERVICE CONTRACTOR**

The service contractor and any subcontractor(s) to the service contractor on a covered service contract is subject to the requirements of Section 2-8.9 of the Code, Ordinance 99-44 and this Administrative Order, and shall:

- A. Provide a certificate to the applicable department, with every invoice or requisition for payment, that includes the name, address, and phone number of the covered employer, a local contact person, and the specific project for which the service contract is sought; the amount of the contract; the applicable department the contract will serve; a brief description of the project or service provided; a statement of the wage levels for all employees; a statement of their commitment to pay all employees a living wage as set forth in the contract specifications; and the name and social security number of every employee that provided service for that requisition for payment.
- B. Pay covered employees no less than the hourly wage rate and if applicable health benefits under Ordinance 99-44 to all employees providing covered services on the project. Such payment obligations must be made by company or cashier's check and may be fulfilled by payment of wages and contributions to employee health benefit plans, or payments of wages plus hourly cash equivalent of health benefit as more specifically set forth in the Ordinance;
- C. Submit proof of health benefit plans to the applicable department in order to qualify to only pay the base living wage rate during a new employee's initial eligibility, as specified in the health benefit provider's bona fide plan, period provided the new employee will receive health benefits upon completion of the eligibility period;
- D. Post a notice in a visible place on the site where such contract work is being performed specifying the:
  - 1. wages/benefits to be paid;
  - 2. the amount of liquidated damages for any failure to pay such specified combined overall hourly wage rate and, if applicable, health benefits; and
  - 3. the name and address of the responsible official in Miami-Dade County to whom written complaints should be sent. Posting requirements will not be required where the employer prints the following statements on the front of the covered employee's paycheck and every six months thereafter: "You are required by Miami-Dade County law to be paid at least [insert applicable rate under this Chapter] dollars an hour. If you are not paid this hourly rate, contact your supervisor or a lawyer." All notices will be printed in English, Spanish and Creole.



- E. Keep or cause to be kept, accurate written records signed under oath as true and correct showing the name, social security number, job title and classification of each covered employee performing covered services on the contract; the hourly wages paid, any cost contributions to health benefit plans and any cash payments paid to each employee;
- F. Submit to the County a list of all subcontractors, and the names and social security numbers of all employees thereof, who performed covered services on the contract;
- G. Refrain from terminating or otherwise retaliating against an employee performing work on the contract even though a complaint of practices prohibited by this Administrative Order has been filed by the employee or other investigation or enforcement action is being taken regarding such service contractor;
- H. Allow compliance officer ready access to documents and employees for interviews without interference;
- I. Maintain payrolls for all covered employees and basic records relating thereto and preserve them for a period of three (3) years from contract expiration. The records shall contain: the name, address, and social security number of each covered employee, the job title and classification, the number of hours worked each day, the gross wages earned and deductions made; annual wages paid; a copy of the social security returns and evidence of payment thereof; if applicable, a record of health benefit payments including contributions to approved plans; and any other data or information the Living Wage Commission or compliance officer may require;
- J. Submit a complete payroll showing the service contractor and its' subcontractors' payroll records for each covered employee working on the contract for covered services for one payroll period every six (6) months to the applicable department;
- K. File with the applicable department, every six (6) months, reports of employment activities to be made publicly available, including race and gender of employees hired or terminated; zip codes of employees hired or terminated; and wage rates of employees hired or terminated;
- L. Make all requested records required hereunder to be kept available for inspection, copying or transcription by authorized representative of the County, and permit such representative to interview employees during working hours on the job. Failure to submit the required reports upon request or to make records available may be grounds for debarment. Ensure submission of the information required hereunder and for the maintenance of records and provision of access to same by all subcontractors; and,



- M. Include in any subcontracts the clauses set forth in the Supplemental General Conditions, as prepared by the compliance monitor, for Ordinance 99-44 included in the bid specifications and a clause requiring the subcontractors to include these clauses in any subcontracts. Ensure compliance of any subcontractor under them with the provisions of Ordinance 99-44.

## **SECTION VII - PROCEDURES FOR DETERMINING LIVING WAGE RATES**

The compliance officer will annually index the living wage rate for inflation as defined by the Consumer Price Index calculated by the U.S. Department of Commerce as applied to the Miami-Dade County. The first indexing adjustment shall occur for the 2001-2002 County budget year using the Consumer Price Index figures provided for the calendar year ended December 1, 2000, and thereafter on an annual basis. The base rate for the first adjustment will be \$8.56 per hour plus \$1.25 for health benefit equivalent or \$9.81 per hour without health benefit. Copies of the revised living wage rates shall be distributed to County departments and the Public Health Trust.

## **SECTION VIII- PROCEDURES FOR NOTIFICATION AND DOCUMENTS**

The contracting officer responsible for the service contracts shall:

- A. Send copy of advertisement for bids to the compliance officer when the project is to be advertised;
- B. Notify the compliance officer of scheduled pre-bid or pre-work conferences;
- C. Notify the compliance officer when the contracts have been awarded; and,
- D. Provide the compliance officer with notices to proceed.

## **SECTION IX - PROCEDURES FOR FILING, PROCESSING AND RESOLUTION OF COMPLAINTS OF PRACTICES PROHIBITED BY THIS ADMINISTRATIVE ORDER**

The compliance officer will administer the complaint process. This procedure shall include the following steps:

- A. Complaints including name, title and address must be submitted in writing to the compliance officer;
- B. Compliance officer shall review complaints, supporting material and conduct investigation(s);
- C. Compliance officer shall coordinate the examination of appropriate records and analyze the information obtained from the investigation with the project manager responsible for managing service contract;



- D. Compliance officer shall coordinate, mediate and encourage resolution of the complaint between the project manager, the covered employer and the complainant;
- E. Compliance officer shall maintain a file of complaints and any resolution thereof; and,
- F. Compliance officer may require covered employers found to be in violation of the requirements of Ordinance 99-44 to pay:
  - 1. liquidated damages of \$500 for each employee of the covered employer who performs any portion of the contract work for each week, or portion thereof, that is paid less than the specified living wage rate and, if applicable, health benefits, and
  - 2. back wages to each covered employee that was not paid the required living wage rate within thirty (30) days of the findings of violation and/or order an amount equal to the amount of such underpayment be withheld from the covered employer and remitted to the employee(s).
- G. Covered employers shall be allowed ten (10) days to file a written request for appeal to the compliance officer.
- H. In addition to the payment of penalties and back wages, the compliance officer may recommend that:
  - 1. The County Manager debar a service contractor found to have violated the requirements of this Administrative Order a second time.
  - 2. The County Manager terminate the service contract of a service contractor found to be in violation of the requirements of this Administrative Order a third time.

#### **SECTION X - PROCEDURES FOR APPEAL THROUGH ADMINISTRATIVE HEARING OFFICER PROCESS**

The procedure for appeals shall include the following steps:

- A. Appeals of findings of violation and penalties imposed by the compliance officer shall be heard by an administrative hearing officer. Upon the receipt of a written appeal, the compliance officer shall notify the County Manager in writing and the County Manager shall appoint an administrative hearing officer and set a time for an administrative hearing. Failure to appeal within the specified time shall be considered a waiver of the appeal process provided for in Section X.
- B. Notification of hearing date shall be served by the compliance officer upon the



covered employer against whom the complaint is made within ten (10) working days of the appointment of the administrative hearing officer. Such notice shall be by certified mail, return receipt requested. Such notice shall include:

1. A copy of the written complaint, including reasons and causes for the proposed administrative hearing, outlining alleged prohibited practices upon which it is based;
  2. The penalties sought to be assessed;
  3. That an administrative hearing shall be conducted before an administrative hearing officer on a date and time not to exceed thirty (30) business days after service of the notice. The notice shall also advise the covered employer that they may be represented by an attorney, may present documentary evidence and verbal testimony, and may cross-examine or rebut evidence and testimony presented against them; and,
  4. A description of the effect of the issuance of the notice of the proposed administrative hearing and the potential effect(s) of this administrative hearing.
- C. The compliance officer or his/her designee shall, with the assistance of the project manager, present evidence and arguments to the administrative hearing officer.
- D. No later than seven (7) days prior to the scheduled hearing date, the service contractor must furnish the compliance officer a list of the defenses the service contractor intends to present at the administrative hearing. If the service contractor fails to submit the list, in writing, at least seven (7) days prior to the administrative hearing, or fails to seek an extension of time within which to do so, the service contractor shall be deemed to have waived the opportunity to be heard at the administrative hearing. The administrative hearing officer shall have the right to grant or deny an extension of time, and the decision may only be reviewed upon an abuse of discretion.
- E. Hearsay evidence shall be admissible at the administrative hearing, but shall not form the sole basis for finding a violation of Ordinance 99-44. The administrative hearing shall be transcribed, taped or otherwise recorded by a court reporter, at the election of the administrative hearing Officer and at the expense of the County. Copies of the hearing tape or transcript shall be furnished at the expense and request of the requesting party. The costs of such transcription may be assessed by the hearing officer against a service contractor that has been found to violate Ordinance 99-44.



## **SECTION XI - QUALIFICATIONS OF HEARING OFFICERS**

Administrative hearing officers shall be residents of Miami-Dade County who possess outstanding reputations for civic pride, interest, integrity, responsibility, and business or professional ability. Appointments shall be made by the County Manager or his/her designee. Qualifications for administrative hearing officers should include retired judges who are licensed and admitted to practice law in the State of Florida, or arbitrators or mediators certified by the Eleventh Judicial Circuit or State Bar Association. Additional qualifications include, but are not limited to, experience in labor and employment issues, contracting, procurement, bonding or financial services activities. Such appointments shall be submitted to the Clerk of the Board of County Commissioners for ratification by the Clerk. The Clerk shall submit an annual report to the Board on the number of women who have served as administrative hearing officers.

The County Manager or his/her designee shall appoint as many administrative hearing officers as are deemed necessary. Every effort will be made to ensure that the appointment of administrative hearing officers reflect the diversity of the demographics of Miami-Dade County. Appointments shall be made for a term of one (1) year. Any administrative hearing officer may be reappointed at the discretion of the County Manager, subject to ratification by the Clerk of the Board of County Commissioners. There shall be no limit on the number of reappointments that may be given to any individual administrative hearing officer; provided, however, that a determination as to reappointment must be made for each administrative hearing officer at the end of his or her one-year term. The County Manager shall have the authority to remove administrative hearing Officers at any time. Appointments to fill a vacancy shall be for the remainder of the unexpired term. Administrative hearing officers shall not be County employees but shall be compensated at a rate to be determined by administrative order.

## **SECTION XII - ADMINISTRATIVE REMEDIES**

The County Manager or his/her designee will administer the penalty and sanction process for covered employers that have received their second and third violations. This procedure shall include the following steps:

- A. Upon completion of the administrative hearing, the administrative hearing Officer shall submit written findings and recommendations together with a transcript and exhibits of the administrative hearing, to the County Manager or his/her designee within thirty (30) days of the receipt of the transcript.
- B. If the County Manager or his/her designee determines a covered employer failed to comply with the provisions of this Administrative Order a second time, the non-complying covered employer and the principal owners and/or qualifying agent thereof may be prohibited from bidding on or otherwise participating in County contracts for a period not to exceed five (5) years.



- C. If the County Manager or his/her designee determines a covered employer failed to comply with the provisions of this Administrative Order a third time, the non-complying covered employer's service contract with the County may be terminated.

### **SECTION XIII - LIVING WAGE COMMISSION**

The Living Wage Commission is responsible for reviewing the effectiveness of the living wage Ordinance and recommending changes, reviewing certifications submitted by covered employers to the County and making recommendations to the County Mayor and County Commission regarding the Ordinance. DPM will provide staff to support the activities of the Living Wage Commission which shall meet not less than quarterly and in special sessions as required.

This Administrative Order is hereby submitted to the Board of County Commissioners of Miami-Dade County, Florida.

M. R. Stierheim  
County Manager



**Exhibit H**

**Implementing Order 3-41 Small Business Enterprise Program Executed Forms  
(COA) and Worksheet**





**SMALL BUSINESS DEVELOPMENT  
CERTIFICATE OF ASSURANCE (COA)  
SMALL BUSINESS PARTICIPATION ON COUNTY PROJECTS**

This form must be submitted with bid documents by all bidders/proposers on a Miami-Dade County project with Small Business Enterprise ("SBE") program measure(s).

Project No. WOPR-01150 Project Title: Janitorial Services for Miami International Airport, Terminals (F,G,H,J)

Name of Bidder/Proposer: C&W Facility Services Inc. (d/b/a C&W Services) Contact Person Milagros Diaz

Address: 275 Grove Street, Suite 3-200 City Auburndale State MA ZIP 02466

Phone Number: (305) 310-5917 Email address: milagros.diaz@cwservices.com

The bidder/proposer is committed to meeting the established measure(s) assigned to this project: \_\_\_\_\_ % SBE-A/E, \_\_\_\_\_ % SBE-Cons, \_\_\_\_\_ Trade Set-aside SBE-Cons, \_\_\_\_\_ % SBE-G, and/or 15 % SBE-S.  
(For Goals, write in the percentage. For Set-aside, put a check mark or x.)

Kevin Walsh, Treasurer [Signature] June 26, 2019  
Print Prime Bidder's Name & Title Prime Bidder's Signature Date

To satisfy the requirements for Step 1 - Bid Submittal and Compliance with Small Business Enterprise Program(s), the following are required:

1. Acknowledgement of the SBE-A/E, SBE-Cons, SBE-G and/or SBE-S measure(s) established for this project via this Certificate of Assurance.
2. Agree to engage in the solicitation of approved Miami-Dade County Small Business Enterprise firm(s) to achieve the established measure(s) as indicated in the Project Documents (specifications).
3. Agree to submit a list of certified SBEs to satisfy the measures via Miami-Dade County's Business Management Workforce System ("BMWS") within the specified timeframe, upon email notification from the Small Business Development ("SBD") Division or BMWS.

To satisfy the requirements for Step 2 - Bid Evaluation and Recommendation for Award, please attest that:

I understand that my company will be deemed non-compliant and not eligible for award if I fail to (1) submit this form with my bid/proposal documents and/or (2) submit my company's Utilization Plan which shall list all certified Miami-Dade County Small Business Enterprise firms whom will be subcontracted with to satisfy the project's established SBE measure(s) via BMWS, within the specified timeframe, upon email notification from SBD or BMWS. Each SBE subcontractor, subconsultant, and/or sub-vendor will also be required to confirm its contractual relationship via BMWS, within the specified timeframe, for final approval by SBD.

STATE OF ~~FLORIDA~~ Massachusetts  
COUNTY OF ~~MIAMI-DADE~~ Middlesex

BEFORE ME, an officer duly authorized to administer oaths and take acknowledgement, personally appeared Kevin Walsh, who being first sworn deposes and affirms that the provided information statements are true and correct to the best of his/her knowledge information and belief.

SWORN TO and subscribed before me this 26th day of June, 2019 [Signature]  
Signature of Owner

My Commission Expires: 12/21/2023 [Signature]  
Signature of Notary Public-State of Florida Massachusetts



**CLAUDIA MISSERT**  
Notary Public  
Commonwealth of Massachusetts  
My Commission Expires  
December 21, 2023

Revised 6/18





## Small Business Development Division

### Project Worksheet

Project/Contract Title: Janitorial Services for Miami International Airport (MIA), Terminals F, G, H, & J - Zone 2  
Received Date: 1/2/2019  
Project/Contract No: WOPR-1150 (9562-5/22)  
Funding Source:  
Department: Aviation  
Proprietary  
Estimated Cost of Project/Bid: \$20,000,000.00  
Description of Project/Bid: This solicitation will establish a contract for janitorial services at MIA, Terminals F, G, H, & J - Zone 2. The Work Order Proposal Request (WOPR) is being issued through Invitation to Qualify (ITQ) 9562-5/22-1.

Measure	Program	Goal Percent
Goal	SBE/GS	15.00%

**Reasons for Recommendation**

The estimated cost for contract WOPR-01150 (9562-5/22) is \$20,000,000.00 and its for a four (4) year period.

An analysis of the factors contained in Implementing Order 3-41, as well as, an analysis of the project package indicates the following.

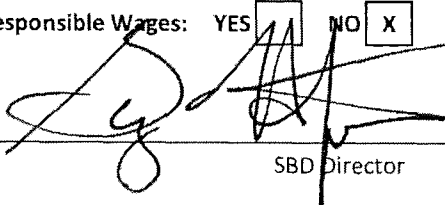
Zone 2- (Terminals F, G, H & J Sq. Footage 2,882,157)

A 15.00% SBE Good & Services Goal will apply.

There are two (2) SBE certified firms in Group three (3) of the prequalification pool.

Living Wages: YES ☒ NO ☐ Highway: YES ☐ NO ☒ Heavy Construction: YES ☐ NO ☒

Responsible Wages: YES ☒ NO ☐ Building: YES ☐ NO ☒

  
SBD Director

1-7-19  
Date



**Exhibit I**

**Contractor Affidavits/Insurance**





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

7/28/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Marsh USA Inc. 540 W. Madison Chicago, IL 60661	<b>CONTACT</b> NAME: PHONE: (A/C, No, Ext): FAX: (A/C, No): E-MAIL: ADDRESS:														
<b>INSURED</b> C&W Facility Services Inc. d/b/a C&W Services 140 Kendrick Street, Building C, Suite 201 Needham, MA 02494	<table><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A: ACE American Insurance Company</td><td>22667</td></tr><tr><td>INSURER B: Travelers Property Cas Co of America</td><td>25674</td></tr><tr><td>INSURER C: The Travelers Indemnity Co.</td><td>25658</td></tr><tr><td>INSURER D:</td><td></td></tr><tr><td>INSURER E:</td><td></td></tr><tr><td>INSURER F:</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: ACE American Insurance Company	22667	INSURER B: Travelers Property Cas Co of America	25674	INSURER C: The Travelers Indemnity Co.	25658	INSURER D:		INSURER E:		INSURER F:	
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INSURER C: The Travelers Indemnity Co.	25658														
INSURER D:															
INSURER E:															
INSURER F:															

## COVERAGES

CERTIFICATE NUMBER: 818944

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS														
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			XSLG71567497	1/1/2020	1/1/2021	<table><tr><td>EACH OCCURRENCE</td><td>\$ 2,000,000</td></tr><tr><td>DAMAGE TO RENTED PREMISES (Ea occurrence)</td><td>\$ 2,000,000</td></tr><tr><td>MED EXP (Any one person)</td><td>\$ NA</td></tr><tr><td>PERSONAL &amp; ADV INJURY</td><td>\$ 2,000,000</td></tr><tr><td>GENERAL AGGREGATE</td><td>\$ 4,000,000</td></tr><tr><td>PRODUCTS - COMP/OP AGG</td><td>\$ 4,000,000</td></tr><tr><td>SIR</td><td>\$ 500,000</td></tr></table>	EACH OCCURRENCE	\$ 2,000,000	DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 2,000,000	MED EXP (Any one person)	\$ NA	PERSONAL & ADV INJURY	\$ 2,000,000	GENERAL AGGREGATE	\$ 4,000,000	PRODUCTS - COMP/OP AGG	\$ 4,000,000	SIR	\$ 500,000
EACH OCCURRENCE	\$ 2,000,000																				
DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 2,000,000																				
MED EXP (Any one person)	\$ NA																				
PERSONAL & ADV INJURY	\$ 2,000,000																				
GENERAL AGGREGATE	\$ 4,000,000																				
PRODUCTS - COMP/OP AGG	\$ 4,000,000																				
SIR	\$ 500,000																				
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			TC2JCAP-4286L417-TIL-20	1/1/2020	1/1/2021	<table><tr><td>COMBINED SINGLE LIMIT (Ea accident)</td><td>\$ 2,000,000</td></tr><tr><td>BODILY INJURY (Per person)</td><td>\$</td></tr><tr><td>BODILY INJURY (Per accident)</td><td>\$</td></tr><tr><td>PROPERTY DAMAGE (Per accident)</td><td>\$</td></tr><tr><td></td><td>\$</td></tr></table>	COMBINED SINGLE LIMIT (Ea accident)	\$ 2,000,000	BODILY INJURY (Per person)	\$	BODILY INJURY (Per accident)	\$	PROPERTY DAMAGE (Per accident)	\$		\$				
COMBINED SINGLE LIMIT (Ea accident)	\$ 2,000,000																				
BODILY INJURY (Per person)	\$																				
BODILY INJURY (Per accident)	\$																				
PROPERTY DAMAGE (Per accident)	\$																				
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	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE  DED <input type="checkbox"/> RETENTION \$						<table><tr><td>EACH OCCURRENCE</td><td>\$</td></tr><tr><td>AGGREGATE</td><td>\$</td></tr><tr><td></td><td>\$</td></tr></table>	EACH OCCURRENCE	\$	AGGREGATE	\$		\$								
EACH OCCURRENCE	\$																				
AGGREGATE	\$																				
	\$																				
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N		TC2JUB-4286L362-20 (AOS)	1/1/2020	1/1/2021	<table><tr><td><input checked="" type="checkbox"/> PER STATE <input type="checkbox"/> OTH-ER</td><td></td></tr></table>	<input checked="" type="checkbox"/> PER STATE <input type="checkbox"/> OTH-ER													
<input checked="" type="checkbox"/> PER STATE <input type="checkbox"/> OTH-ER																					
C	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	N	N/A	TRKUB-4286L398-20 (AZ, WI)	1/1/2020	1/1/2021	<table><tr><td>E.L. EACH ACCIDENT</td><td>\$ 1,000,000</td></tr></table>	E.L. EACH ACCIDENT	\$ 1,000,000												
E.L. EACH ACCIDENT	\$ 1,000,000																				
B	If yes, describe under DESCRIPTION OF OPERATIONS below			TWXJUB-4286L405-20 (OH)	1/1/2020	1/1/2021	<table><tr><td>E.L. DISEASE - EA EMPLOYEE</td><td>\$ 1,000,000</td></tr><tr><td>E.L. DISEASE - POLICY LIMIT</td><td>\$ 1,000,000</td></tr></table>	E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000	E.L. DISEASE - POLICY LIMIT	\$ 1,000,000										
E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000																				
E.L. DISEASE - POLICY LIMIT	\$ 1,000,000																				
				Policy Above Includes \$500,000 SIR																	

## DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Named Insured Includes: C&W Facility Services, Inc. (F/K/A UNICCO Service Company & UGL Services Operations Company). RE: Contract No. WOPR-00919 and Contract No. WOPR-01150. Miami Dade County is included as an Additional Insured in regards to General Liability solely with respect to claims arising out of C&W Facility Services Inc. dba C&W Services acts while on the premises for C&W Facility Services Inc. dba C&W Services operations with the Certificate Holder as required by written contract or agreement and where allowed by law. Above coverage applies to former DTZ, Inc. entities of UGL Services and UNICCO Operations Co.

## CERTIFICATE HOLDER

## CANCELLATION

20-21 GLALWC (C&amp;W Facil Svcs/DTZ)

818944

Miami-Dade County  
111 NW 1st Street, Suite 300  
Miami, FL 33128

**APPROVED**

JUL 30 2020

**MDAD RISK MANAGEMENT  
AND SUPPORT SERVICES**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

## AUTHORIZED REPRESENTATIVE

of Marsh USA Inc.

Manoel M. Menezes

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**Exhibit J****Critical Personnel List**

<b>Classification/Title</b>	<b>Name</b>	<b>Contact Information</b>
<b>Vice President of Operations - Southeast Region</b>	<b>Eric Godard</b>	<b>(252) 292-0466 140 Kendrick Street, Suite 201 Needham, MA 02494</b>
<b>Director of Operations - Southeast Region (Florida)</b>	<b>Milagros "Milly" Diaz</b>	<b>(305) 310-5917 5200 Blue Lagoon Drive, Suite 760, Miami Florida 33126</b>
<b>Account Manager - MIA</b>	<b>Roy Alonso</b>	<b>(305) 869-1840 (305) 986-0972 Miami International Airport (CCE)</b>



**Exhibit K**

**Implementing Order 3-58 – First Source Hiring Referral Program**



# MEMORANDUM

Agenda Item No.10(A) (8)

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**TO:** Honorable Vice Chairwoman Audrey M. Edmonson  
and Members, Board of County Commissioners

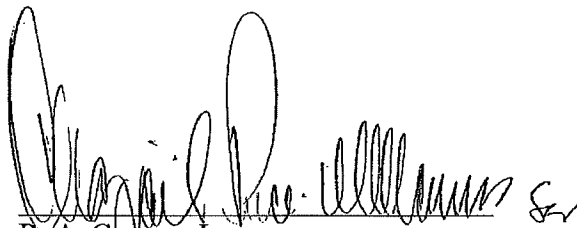
**DATE:** December 4, 2012

**FROM:** R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Resolution creating and  
approving Implementing Order  
No. 3-58 related to the First  
Source Hiring Referral Program

---

The accompanying resolution was prepared by the South Florida Workforce Investment Board and placed on the agenda at the request of Prime Sponsor Commissioner Barbara J. Jordan.



R. A. Cuevas, Jr.  
County Attorney

RAC/smm

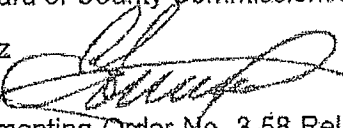


# Memorandum



**Date:** December 4, 2012

**To:** Honorable Vice Chairwoman Audrey M. Edmonson  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Creation of Implementing Order No. 3-58 Relating to Miami-Dade County's First Source Hiring Referral Program Ordinance

---

## Recommendation

The accompanying resolution is being placed before the Board of County Commissioners ("Board") at the request of the South Florida Workforce Investment Board (SFWIB). This item approves the creation of Implementing Order ("IO") No. 3-58 relating to the County's First Source Hiring Referral Program ("FSHRP"). Such approval provides the required uniform procedures for businesses awarded goods and services contracts with Miami-Dade County (the "County"), pursuant to Ordinance No. 12-32.

Details of the project are included in the accompanying memorandum and exhibits from the SFWIB Executive Director.

## Scope

This IO will assist businesses countywide in complying with the First Source Hiring Referral Program during the life of the contract period.

## Fiscal Impact/Funding Source

The proposed IO will not have a fiscal impact to the County.

## Track Record/Monitor

The program will be managed by Rick Beasley, Executive Director of the SFWIB.

## Background

On May 1, 2012, the Board adopted Ordinance No. 12-32 to establish the First Source Hiring Referral Program. The Ordinance directed the Administration to prepare and submit the attached implementing order for Board approval. The FSHRP seeks to ensure Miami-Dade County residents have the first opportunity for employment consideration from businesses receiving goods and services contracts with the County.

Under the program, the SFWIB will serve as the Referral Agency, compiling and maintaining a First Source Job Registry and Referral System composed of Workforce Investment Act participants and those seeking employment services.

## Attachments

  
\_\_\_\_\_  
Russell Benford, Deputy Mayor



# Memorandum



**Date:** December 4, 2012

**To:** Honorable Vice Chairwoman Audrey M. Edmonson  
and Members, Board of County Commissioners

**From:** Rick Beasley, Executive Director *Res*  
South Florida Workforce Investment Board

**Subject:** Creation of Implementing Order No. 3-58 Relating to Miami-Dade County's First  
Source Hiring Referral Program Ordinance

---

## Recommendation

It is recommended the Board of County Commissioners ("Board") approve the attached resolution creating Implementing Order ("IO") No. 3-58 relating to the County's First Source Hiring Referral Program ("FSHRP"), pursuant to Ordinance No. 12-32, as detailed in the attached report.

## Background

On May 1, 2012, the Board adopted Ordinance No. 12-32 to establish the First Source Hiring Referral Program. The Ordinance directed the Administration to prepare and submit the attached Implementing order for Board approval. The FSHRP seeks to ensure Miami-Dade County residents have the first opportunity for employment consideration from businesses receiving goods and services contracts with the County.

South Florida Workforce Investment Board (SFWIB) is a public-private partnership that establishes state and federally funded workforce development and training policies for Miami-Dade and Monroe counties. Additionally, SFWIB's services and resources are available to everyone at no cost through a network of career centers located throughout the Region. The SFWIB will serve as the Referral Agency, compiling and maintaining a First Source Job Registry and Referral System composed of Workforce Investment Act participants and those seeking employment services. Businesses receiving goods and services contracts with the County are required to post their job openings with SFWIB and offer qualified County residents the first opportunity to be referred to those positions.





## MEMORANDUM

(Revised)

**TO:** Honorable Vice Chairwoman Audrey M. Edmonson  
and Members, Board of County Commissioners

**DATE:** December 4, 2012

**FROM:**   
R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Agenda Item No. 10(A)(8)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Ordinance creating a new board requires detailed County Manager's report for public hearing
- ☐ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_ ) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required



Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 10(A)(8).  
12-4-12

RESOLUTION NO. \_\_\_\_\_

RESOLUTION CREATING AND APPROVING  
IMPLEMENTING ORDER NO. 3-58 RELATED TO  
THE FIRST SOURCE HIRING REFERRAL  
PROGRAM

WHEREAS, this Board desires to accomplish the purposed outlined in the accompanying memorandum and implementing order, copies of which are incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that the Board approves the attached Implementing Order ("IO") No. 3-58, created for the County's First Source Hiring Referral Program pursuant to Ordinance No. 12-32, and authorizes the County Mayor or County Mayor's designee to exercise any and all rights conferred therein.

The foregoing resolution was offered by Commissioner  
who moved its adoption. The motion was seconded by Commissioner  
and upon being put to a vote, the vote was as follows:

Audrey M. Edmonson, Vice Chairwoman	
Bruno A. Barreiro	Lynda Bell
Esteban L. Bovo, Jr.	Jose "Pepe" Diaz
Sally A. Heyman	Barbara J. Jordan
Jean Monestime	Dennis C. Moss
Rebeca Sosa	Sen. Javier D. Souto
Xavier L. Suarez	Juan C. Zapata



The Chairperson thereupon declared the resolution duly passed and adopted this 4<sup>th</sup> day of December, 2012. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: \_\_\_\_\_  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

David Stephen Hope

*EWJ for*



I.O. No.: 3-58

Ordered:

Effective:

MIAMI-DADE COUNTY  
IMPLEMENTING ORDER

FIRST SOURCE HIRING REFERRAL PROGRAM

**AUTHORITY:**

Sections 1.01, 2.02 and 5.02 of the Miami-Dade County Home Rule Amendment and Charter; and Section 2-2113 of the Code of Miami-Dade County

**POLICY:**

Except where federal or state laws or regulations mandate to the contrary, this Implementing Order shall require successful bidders of goods and services contracts prior to filling each vacancy arising under said County Contract, to first notify South Florida Workforce Investment Board ("SFWIB"), the designated Referral Agency, of the vacancy so the contractors may post the vacancy with SFWIB. The contractor shall a) review the resumes and qualifications of the candidates, and b) make a good faith effort as determined by the County, to fill a minimum of fifty percent (50%) of its employment needs under the County Contract from the First Source Register.

The provisions of this Implementing Order shall apply to all such goods and services contracts including concessions and professional services entered into and issued by the County, its departments and agencies, except for: (i) construction, construction management, architectural, engineering, landscape architectural, and land surveying and mapping services; (ii) those covered under the Community Workforce Program ("CWP"); (iii) Section 3 Housing contracts; (iv) those covered under programs intended to encourage and assist in the employment of the blind and other severely handicapped persons such as described in Sections 413.032 - 413.037, Florida Statutes (2011); and (v) contracts where the funding source precludes inclusion of this requirement.

**I. DEFINITIONS**

- A. "Contractor" means any person or entity which enters into a County Contract, as defined below.
- B. "County" or "MDC" refers to Miami-Dade County.
- C. "County Contract" means an agreement for the purchase of goods and/or services, except as specified above.
- D. "First Source Register" means the register of unemployed persons maintained by the Referral Agency in accordance with the provisions of this Implementing Order.
- E. "Implementing Order" or "IO" means the implementing order developed by the Mayor or Mayor's designee and approved by the Board of County Commissioners (the "Board") to give effect to the provisions of this Section.
- F. "Issuing Department" means the County department issuing a solicitation for the purchase of goods and/or services.
- G. "Referral Agency" means the South Florida Workforce Investment Board, through its career centers, or community-based partners and faith-based organizations.
- H. "Referral Period" means the three (3) to five (5) day period following notification to the Referral Agency of employment availability.



- I. "SBD" refers to the Small Business Development under the Business Affairs Division of the Department of Regulatory and Economic Resources.

## II. PROGRAM COMPONENTS

### A. FIRST SOURCE REGISTER

The SFWIB shall compile and maintain a First Source Register, which shall be a listing of unemployed persons, including graduates of programs funded by the Workforce Investment Act, to be made available to Contractors as a first source for their employment needs. SFWIB does not discriminate on the basis of race, ethnicity, sex, residence, or other protected category or class, in the compilation or maintenance of the First Source Register, or in its referral activities provided for in this Section. SFWIB shall, to the extent allowed by law, maintain a database which identifies the race, ethnicity, sex, and residence of the persons within the First Source Register sufficient to permit adequate analysis of the available work force.

### B. IMPLEMENTATION

The roll-out of the First Source Hiring Referral Program ("FSHRP") will be as follows:

1. Miami-Dade Aviation Department (August 2012)
2. Water and Sewer Department, Fire-Rescue, Public Works and Waste Management, Community Action and Human Services Department, Office of Management and Budget, Vizcaya (October 2012 beginning)
3. Internal Services Department, Information Technology Department, Transit, Miami-Dade Police Department, Public Housing and Community Development, Port of Miami, Library, Elections (October 2012 end)
4. Parks, Recreation and Open Spaces, Miami-Dade Corrections and Rehabilitation, Regulatory and Economic Resources, Community Information and Outreach, Cultural Affairs, Juvenile Services, Medical Examiner, Animal Services, Finance, Property Appraiser (November 2012)

### C. REFERRAL PROCEDURE

The SFWIB shall be the first source for Contractors to fill jobs created to satisfy the requirements of County Contracts. The following requirements shall be included in all County Contracts, except those covered under the CWP, and except those covered under programs intended to encourage and assist in the employment of the blind and other severely handicapped persons such as described in Sections 413.032 - 413.037, Florida Statutes (2011):

1. The Contractor, prior to hiring to fill each vacancy arising under a County Contract, shall first notify the SFWIB of the vacancy by completing a Job Opening Form on the SFWIB First Source Hiring website (<https://iapps.southfloridaworkforce.com/firstsource/>). The job order shall contain a detailed description of the job responsibilities and qualifications, and be posted during the Referral Period of three (3) to five (5) days.
2. The SFWIB shall provide a list of qualified candidates, if such candidates are available, to the Contractor within twenty-four (24) hours of receiving a notice of vacancy. Thereafter, the Contractor shall (a) review the resumes and qualifications of the candidates, and (b) make a good faith effort, as determined by the County, to fill a minimum of fifty percent (50%) of its employment needs under the County Contract from the First Source Register. If no suitable candidate is identified from the list, the Contractor shall provide an explanation to SFWIB via the FSHRP web portal (<https://iapps.southfloridaworkforce.com/firstsource/>). Notwithstanding the



foregoing, if after the Referral Period a suitable employee is not found through the SFWIB, the Contractor is free to fill its vacancies from other sources.

3. A good faith effort to employ candidates from the SFWIB shall constitute, at a minimum, evaluating the qualification of such candidates, and conducting interviews with those candidates who satisfy the minimum competency requirements. The Contractor is not required to hire any individual candidate referred. However, Contractors shall not commit to fill vacancies in any other manner until after the end of the Referral Period, unless SFWIB notifies the Contractor in writing prior to the end of the Referral Period that qualified candidates are not available in sufficient numbers to fill the vacancies. Upon such notification, the Contractor may immediately fill vacancies using other sources.
4. In determining whether a Contractor has made good faith efforts, the County may consider, among other criteria: a) the number, skills and composition of the Contractor's labor force ultimately hired; b) whether minimum requirements were established for available positions beyond reasonable requirements to complete the job; c) the number of referred candidates interviewed for the position; and d) the Contractor's use of the First Source Register to satisfy its labor needs in contracts other than County Contracts. The County's determination as to whether a Contractor has made such good faith efforts is final and binding.
5. All competitive solicitations for County Contracts, except those covered under CWP, shall set forth the requirements of this Section. A link to the FSHRP web portal shall be on the Internal Services Department – Procurement Management Services Division's website.

#### D. ISSUING DEPARTMENT RESPONSIBILITIES

1. Notify SFWIB of County Contract awards, at both the award recommendation stage, and when the Contractor is notified by the County of the award in writing. Notification should include at a minimum:
  - a. Company Name.
  - b. Company Contact.
  - c. Contract Information.
  - d. Award Amount.
2. Include First Source requirement in applicable bid and contract documents.

#### E. SFWIB RESPONSIBILITIES

1. Notify prospective and awarded Contractors of the FSHRP.
2. Recruit qualified MDC residents:
  - a. Utilize existing database of job seekers.
  - b. Market new job opportunities to MDC residents.
  - c. Utilize Career Centers closest to the job seekers to recruit qualified residents interested in jobs to create a pool of candidates for FSHRP projects.
3. Create First Source Register:
  - a. Determine and complete candidate eligibility.
  - b. Assess job seekers to determine level of skills and training. Residents must meet all requirements of the Contractor prior to referral.
4. Refer qualified candidates that have requisite skills required by the Contractor.
5. Provide online web portal that allows Contractors the ability to submit required quarterly reports as described below under Section F (c) and (d).
6. Send system generated automated email "report due date" reminders to Contractors.



7. Provide MDC with real-time online access to Contractor quarterly status reports confirming whether the goals have been met and any non-compliance with the requirements of the ordinances and/or first source agreement.
8. Prepare quarterly reports for the Board which shall include: a) dollar amount of each contract; and b) an analysis of the effectiveness of the program during each quarterly reporting period.

#### F. CONTRACTOR RESPONSIBILITIES

- a. Prior to filling each vacancy under a County Contract, the Contractor shall notify SFWIB of all job openings and list the vacancy via the SFWIB web portal ([www.southfloridaworkforce.com](http://www.southfloridaworkforce.com)). The listing shall contain, at a minimum, a detailed description of the job responsibilities, qualifications, and wage rate. The listing must be posted during the Referral Period. As required, the Contractor shall work with the SFWIB to develop a workforce plan that details such information as (a) the number of individuals to be hired, (b) positions needed, (c) job description(s), and (d) skills needed for the job.
- b. Upon receipt of the list of qualified candidates from the SFWIB, the Contractor shall review resumes and qualifications of the candidates, and make good faith efforts as determined by MDC to fill a minimum of fifty percent (50%) of its employment needs under the County contract from the First Source Register. If none of the candidates are hired, the Contractor shall provide an explanation to SFWIB as to why not via the FSHRP web portal (<https://iapps.southfloridaworkforce.com/firstsource/>).
- c. Contractors shall provide quarterly reports to the SFWIB on-line through the FSHRP web portal (<https://iapps.southfloridaworkforce.com/firstsource/>) indicating: (a) the name and number of employees hired in the previous quarter; (b) the source from which such employees were found; (c) wages paid; and (d) total number of employee work hours. If none of the candidates referred are hired, an explanation as to why those referred were rejected must be included in the on-line report. Each quarterly report shall be submitted to SFWIB within two (2) weeks of the end of the quarter. Quarterly reports to the SFWIB are required from the Contractors, even if no vacancies are created or filled, for the duration of the contract or as determined by the SFWIB.
- d. Contractors shall retain sufficient records to assist in determining compliance. Records shall include, but are not limited to:
  - a. Notifications to SFWIB;
  - b. referrals from SFWIB;
  - c. job applications received from sources other than SFWIB; and
  - d. the number of candidates hired based on referrals from SFWIB.Said records shall be made available to SFWIB upon request, to the extent allowed by law.

#### G. MONITORING AND COMPLIANCE

1. SFWIB shall monitor quarterly reports submitted by Contractors and review Contractor records, to the extent allowed by law, to ensure compliance with the FSHRP. Referral Agency shall follow up with Contractors to ensure reporting requirements are met.
2. SFWIB shall be entitled to perform random, unannounced site visits to applicable project sites to determine whether or not Contractor has filled its vacancies.



3. SFWIB shall report to the County any non-compliance with the requirements of this ordinance, any related Implementing Order, or first source agreement between Referral Agency and Contractor.

### **III. SANCTIONS FOR VIOLATIONS**

- A. Each County Contract shall include provisions stating the nature of the sanctions to be imposed on a Contractor that is not in compliance with this Section. Such sanctions shall include, but not be limited to the following:
  1. Suspension of contract until Contractor performs obligations, if appropriate.
  2. Default and/or termination.
  3. Payment of \$1,500 per employee, or the value of wages that would have been earned by employees injured by Contractor's non-compliance, whichever is less.
- B. If any Contractor attempts to comply with the provisions of FSHRP through fraud, misrepresentation or material misstatement, the County, in its sole discretion, may immediately terminate the subject County Contract.

### **IV. APPEALS PROCESS**

- A. Any firm that is issued a determination of non-compliance with the requirements of this IO, its ordinance, or implementing bid documents may be appealed. SBD shall notify the affected party, in writing, setting forth the reasons for the determination and advising of the appeals process.
- B. The affected party may appeal the determination by filing a written appeal with SBD within fifteen (15) business days of receipt of the notice. SBD shall forward the appeal to the SFWIB Director upon receipt.
- C. PROCEDURES FOR ADMINISTRATIVE HEARING:
  1. SBD will schedule a hearing date before a hearing officer, upon timely receipt of a request for an administrative hearing along with a \$250 nonrefundable filing fee to appeal a determination of non-compliance with the requirements of this Implementing Order, Section 2-2113 of the Code of Miami-Dade County, or implementing bid documents.
  2. The prevailing party shall not incur any additional expenses, fees or penalties. The unsuccessful appellant shall be responsible for all additional fees, costs and penalties associated with the appeal.
  3. MDC shall serve upon the firm, Contractor (or subcontractor) a notice of hearing within five (5) working days of the appointment of the administrative hearing officer. Such notice shall include:
    - a. A copy of SBD's determination of non-compliance, as appropriate, outlining alleged prohibited practices upon which it is based; and
    - b. A description of the administrative penalties being considered.
  4. An administrative hearing shall be scheduled to be heard before an administrative hearing officer within twenty (20) days after service of the notice. The notice shall also advise the appellant that he or she may be represented by an attorney, may present documentary evidence and verbal testimony, and may cross-examine or rebut evidence and testimony presented against them.
  5. Within five (5) days after completion of the administrative hearing, the administrative hearing officer shall transmit his/her findings of fact, conclusions, and recommendations together with a transcript of all evidence taken before him/her and all exhibits received by him/her, to the Mayor or designee, who (i) may sustain, reverse or modify the hearing officer's recommendations and (ii) shall render a final decision, in writing. The determination of the Mayor may be



reviewed by an appropriate court in the manner provided in the Florida Rules of Appellate Procedure.

This Implementing Order is hereby submitted to the Board of County Commissioners of Miami-Dade County, Florida.

Approved by the County Attorney as  
to form and legal sufficiency \_\_\_\_\_



**Miami-Dade County**

**Contract No. WOPR-01150**

**Exhibit L**  
**Performance Bond**



## SURETY PERFORMANCE AND PAYMENT BOND

By this Bond, We C&W Facility Services Inc., as Principal, whose principal business address is 140 Kendrick St, Suite 201, Needham, MA 02494, as Contractor under the Contract dated August 1, 20 20, between Principal and Miami-Dade County for the construction of Janitorial Services for Miami International Airport Terminals (F, G, H & J) Zone 2  
Project No. WOPR-01150 (hereinafter referred to as "Contract") the terms of which Contract are incorporated by reference in its entirety into this Bond and Federal Insurance Company, a corporation, whose principal business address is 202B Hall's Mill Road, Whitehouse Station NJ 08889 as Surety, are bound to Miami-Dade County (hereinafter referred to as "County") in the sum of Three Million Six Hundred Thousand and 00/100 (\$3,600,000.00), for payment of which we bind ourselves, our heirs, personal representatives, successors, and assigns, jointly and severally.

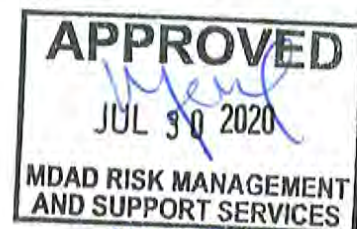
THE CONDITION OF THIS BOND is that if Principal:

1. Performs all the Work under the Contract, including but not limited to guarantees, warranties and the curing of latent defects, said Contract being made a part of this bond by reference, and in the times and in the manner prescribed in the Contract, including any and all damages for delay; and
2. Promptly makes payments to all claimants, as defined in Section 255.05(1), Florida Statutes, supplying Principal with labor, materials, or supplies, used directly or indirectly by Principal in the prosecution of the Work provided for in the Contract; provided, however, that any action instituted by such claimant under this paragraph for payment must be in accordance with notice and time limitation provisions in Section 255.05(2), Florida Statutes; and
3. Pays County all losses, damages, including damages for delay, expenses, costs and attorney's fees, including appellate proceedings, that County sustains because of a default by Principal under the Contract, including but not limited to a failure to honor all guarantees and warranties or to cure latent defects in its Work or materials within five (5) years after completion of the Work under the Contract; and
4. Performs the guarantee of all Work and materials furnished under the Contract for the time specified in the Contract, including all warranties and curing all latent defects within five (5) years after completion of the Work under the Contract;

then this bond is void; otherwise it remains in full force.

If no specific periods of warranty are stated in the Contract for any particular item or Work, material or equipment, the warranty shall be deemed to be a period of one (1) year from the date of final acceptance by the County. This Bond does not limit the County's ability to pursue suits directly with the Principal seeking damages for latent defects in materials or workmanship, such actions being subject to the limitations found in Section 95.11(2)(b), Florida Statutes.

Any changes in or under the Contract Documents and compliance or noncompliance with any formalities connected with the Contract or the changes does not affect Surety's obligation under this Bond.





**SURETY PERFORMANCE AND PAYMENT BOND (Cont'd)**

IN WITNESS WHEREOF, the above bounden parties have caused this Bond to be executed by their appropriate officials as of the 1st day of August, 20 20.

CONTRACTOR

C&W Facility Services Inc.

(Contractor Name)

BY:

(President) (Managing Partner or Joint Venturer)

(SEAL)

COUNTERSIGNED BY RESIDENT  
FLORIDA AGENT OF SURETY:



(Copy of Agent's current  
Identification Card as issued by

State of Florida Insurance Commissioner must be attached) By:

Claudette Alexander Hunt  
FL Licensed Resident Agent  
FL License No. P134371

SURETY:

Federal Insurance Company



Attorney-in-Fact  
and Licensed Non-Resident Agent  
Susan A. Welsh  
License No. W065205

(CORPORATE SEAL)

(Power of Attorney must be attached)





## Power of Attorney

Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company  
Westchester Fire Insurance Company | ACE American Insurance Company

Know All by These Presents, that FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY corporations of the Commonwealth of Pennsylvania, do each hereby constitute and appoint Samantha Chierici, Jessica B. Dempsey, Debra J. Doyle, Derek J. Elston, Kristin L. Hannigan, Jennifer L. Jakaitis, Andrew Marks, James B. McTaggart, Judith A. Lucky-Eftimov, Sandra M. Nowak, Diane M. O'Leary, Nicholas Pantazis, Christina L. Sandoval, Bartlomiej Slepinski, Christopher P. Troha, Aerie Walton, Susan A. Welsh and Sandra M. Winsted of Chicago, Illinois

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY have each executed and attested these presents and affixed their corporate seals on this 16<sup>th</sup> day of January, 2020.

*Dawn M. Chloros*

Dawn M. Chloros, Assistant Secretary

*Stephen M. Haney*

Stephen M. Haney, Vice President



STATE OF NEW JERSEY

County of Hunterdon

SS.

On this 16<sup>th</sup> day of January, 2020 before me, a Notary Public of New Jersey, personally came Dawn M. Chloros and Stephen M. Haney, to me known to be Assistant Secretary and Vice President, respectively, of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros and Stephen M. Haney, being by me duly sworn, severally and each for herself and himself did depose and say that they are Assistant Secretary and Vice President, respectively, of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY and know the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that their signatures as such officers were duly affixed and subscribed by like authority.

Notarial Seal



KATHERINE J. ADELAAR  
NOTARY PUBLIC OF NEW JERSEY  
No. 2316685  
Commission Expires July 16, 2024

*Katherine J. Adelaar*

Notary Public

### CERTIFICATION

Resolutions adopted by the Boards of Directors of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY on August 30, 2016; WESTCHESTER FIRE INSURANCE COMPANY on December 11, 2006; and ACE AMERICAN INSURANCE COMPANY on March 20, 2009:

"RESOLVED, that the following authorizations relate to the execution, for and on behalf of the Company, of bonds, undertakings, recognizances, contracts and other written commitments of the Company entered into in the ordinary course of business (each a "Written Commitment"):

- (1) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise.
- (2) Each duly appointed attorney-in-fact of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, to the extent that such action is authorized by the grant of powers provided for in such person's written appointment as such attorney-in-fact.
- (3) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to appoint in writing any person the attorney-in-fact of the Company with full power and authority to execute, for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company as may be specified in such written appointment, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
- (4) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to delegate in writing to any other officer of the Company the authority to execute, for and on behalf of the Company, under the Company's seal or otherwise, such Written Commitments of the Company as are specified in such written delegation, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
- (5) The signature of any officer or other person executing any Written Commitment or appointment or delegation pursuant to this Resolution, and the seal of the Company, may be affixed by facsimile on such Written Commitment or written appointment or delegation.

FURTHER RESOLVED, that the foregoing Resolution shall not be deemed to be an exclusive statement of the powers and authority of officers, employees and other persons to act for and on behalf of the Company, and such Resolution shall not limit or otherwise affect the exercise of any such power or authority otherwise validly granted or vested."

I, Dawn M. Chloros, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY (the "Companies") do hereby certify that

- (i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect.
- (ii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Whitehouse Station, NJ, this

8/1/2020



*Dawn M. Chloros*

Dawn M. Chloros, Assistant Secretary

IN THE EVENT YOU WISH TO VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT:

Telephone (908) 903-3493

Fax (908) 903-3656

e-mail: surety@chubb.com

**APPROVED**

JUL 30 2020

MDAD RISK MANAGEMENT  
AND SUPPORT SERVICES



**Exhibit M**

**Requirements to Conduct Business with U.S. Customs and Border Protection**



## Bond Renewal Summary

*C.A. Shea & Company, Inc.*

**Shea Bond #:** 080814004      **IRS/Importer #:** 77-069858200  
**Effective Date:** 09/11/2008      **Principal:** C&W Facility Services Inc  
**Bond Amount:** \$100,000.00      **Bond Form:** Importer or Broker §113.62 (Activity Code 1)  
**Customs Bond #:** 9908R8742      **Bond Type:** Continuous  
**Surety Bond #:** K08220177      **Surety Company:** Westchester Fire Insurance Company (897)  
**Obligee:** Bureau of Customs and Border Protection

### Optional Customs Programs utilized by the Principals on this bond:

☐ Periodic Monthly Statement      ☐ Reconciliation      ☐ US Virgin Islands

The information below is based on the information our office has on file as well as the information Customs has on file for each entity listed on this bond. Please note the addresses listed are the mailing addresses on file.

### Principals

IRS / Importer #	Shea Data	Customs Data
77-069858200	C&W Facility Services Inc 275 Grove Street Suite 3-200 Auburndale, MA 02466-2239	C&W FACILITY SERVICES INC 275 GROVE ST STE 3 - 200 AUBURNDAL, MA 024662272

### Users

IRS / Importer #	Shea Data	Customs Data
77-069858201	C & W Services 275 Grove Street Suite 3-200 Auburndale, MA 02466-2239	C&W SERVICES 275 GROVE ST STE 3 - 200 AUBURNDAL, MA 024662272

Please be sure to review this information and advise if any of the information is incorrect so our office may determine the best method of correcting the information referenced on this summary.



