

# **Section J**

# **Attachments**

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**Attachment J.1**  
**Government of the District of**  
**Columbia Standard Contract**  
**Provisions for Use with the Supplies**  
**and Services Contracts (March 2007)**

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**GOVERNMENT OF THE DISTRICT OF COLUMBIA**

**STANDARD CONTRACT PROVISIONS**

**FOR USE WITH**

**DISTRICT OF COLUMBIA GOVERNMENT  
SUPPLIES AND SERVICES CONTRACTS**

**March 2007**

**OFFICE OF CONTRACTING AND PROCUREMENT  
SUITE 700 SOUTH  
441 4<sup>th</sup> STREET, NW  
WASHINGTON, DC 20001**

**STANDARD CONTRACT PROVISIONS  
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1. **Covenant Against Contingent Fees:**

The Contractor warrants that no person or selling agency has been employed or retained to solicit or secure the contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees or bona fide established commercial or selling agencies maintained by the Contractor for the purpose of securing business. For breach or violation of this warranty, the District will have the right to terminate the contract without liability or in its discretion to deduct from the contract price or consideration or otherwise recover, the full amount of the commission, percentage, brokerage, or contingent fee.

2. **Shipping Instructions – Consignment:**

Unless otherwise specified in this Invitation for Bids/Request for Proposals, each case, crate, barrel, package, etc., delivered under this contract must be plainly stencil marked or securely tagged, stating the Contractor's name, contract number and delivery address as noted in the contract. In case of carload lots, the Contractor shall tag the car, stating Contractor's name and contract number. Any failure to comply with these instructions will place the material at the Contractor's risk. Deliveries by rail, water, truck or otherwise, must be within the working hours and in ample time to allow for unloading and if necessary, the storing of the materials or supplies before closing time. Deliveries at any other time will not be accepted unless specific arrangements have been previously made with the contact person identified in the contract at the delivery point.

3. **Patents:**

The Contractor shall hold and save the District, its officers, agents, servants, and employees harmless from liability of any nature or kind, including costs, expenses, for or on account of any patented or unpatented invention, article, process, or appliance, manufactured or used in the performance of this contract, including their use by the District, unless otherwise specifically stipulated in the contract.

4. **Quality:**

Contractor's workmanship shall be of the highest grade, and all materials provided under this Contract shall be new, of the best quality and grade, and suitable in every respect for the purpose intended.

5. **Inspection Of Supplies:**

- (a) **Definition.** "Supplies," as used in this clause, includes, but is not limited to raw materials, components, intermediate assemblies, end products, and lots of supplies.
- (b) The Contractor shall be responsible for the materials or supplies covered by this contract until they are delivered at the designated point, but the Contractor shall bear all risk on rejected materials or supplies after notification of rejection. Upon the Contractor's failure to cure within ten (10) days after date of notification, the District may return the rejected materials or supplies to the Contractor at the Contractor's risk and expense.
- (c) The Contractor shall provide and maintain an inspection system acceptable to the District covering supplies under this contract and shall tender to the District for acceptance only supplies that have been inspected in accordance with the inspection system and have been found by the Contractor to be in conformity with contract requirements. As part of the

system, the Contractor shall prepare records evidencing all inspections made under the system and the outcome. These records shall be kept complete and made available to the District during contract performance and for as long afterwards as the contract requires. The District may perform reviews and evaluations as reasonably necessary to ascertain compliance with this paragraph. These reviews and evaluations shall be conducted in a manner that will not unduly delay the contract work. The right of review, whether exercised or not, does not relieve the Contractor of the obligations under this contract.

- (d) The District has the right to inspect and test all supplies called for by the contract, to the extent practicable, at all places and times, including the period of manufacture, and in any event before acceptance. The District will perform inspections and tests in a manner that will not unduly delay the work. The District assumes no contractual obligation to perform any inspection and test for the benefit of the Contractor unless specifically set forth elsewhere in the contract.
- (e) If the District performs inspection or test on the premises of the Contractor or subcontractor, the Contractor shall furnish, and shall require subcontractors to furnish, without additional charge, all reasonable facilities and assistance for the safe and convenient performance of these duties. Except as otherwise provided in the contract, the District will bear the expense of District inspections or tests made at other than Contractor's or subcontractor's premises; provided, that in case of rejection, the District will not be liable for any reduction in the value of inspection or test samples.
  - (1) When supplies are not ready at the time specified by the Contractor for inspection or test, the Contracting Officer may charge to the Contractor the additional cost of inspection or test.
  - (2) Contracting Officer may also charge the Contractor for any additional cost of inspection or test when prior rejection makes re-inspection or retest
- (f) The District has the right either to reject or to require correction of nonconforming supplies. Supplies are nonconforming when they are defective in material or workmanship or otherwise not in conformity with contract requirements. The District may reject nonconforming supplies with or without disposition instructions.
- (g) The Contractor shall remove supplies rejected or required to be corrected. However, the Contracting Officer may require or permit correction in place, promptly after notice, by and at the expense of the Contractor. The Contractor shall not tender for acceptance corrected or rejected supplies without disclosing the former rejection or requirement for correction, and when required, shall disclose the corrective action taken.
- (h) If the Contractor fails to remove, replace, or correct rejected supplies that are required to be replaced or corrected within ten (10) days, the District may either (1) by contract or otherwise, remove, replace or correct the supplies and charge the cost to the Contractor or (2) terminate the contract for default. Unless the Contractor corrects or replaces the supplies within the delivery schedule, the Contracting Officer may require their delivery and make an equitable price reduction. Failure to agree to a price reduction shall be a dispute.

- (i) If this contract provides for the performance of District quality assurance at source, and if requested by the District, the Contractor shall furnish advance notification of the time (i) when Contractor inspection or tests will be performed in accordance with the terms and conditions of the contract, and (ii) when the supplies will be ready for District inspection.
- (j) The District request shall specify the period and method of the advance notification and the District representative to whom it shall be furnished. Requests shall not require more than 2 business days of advance notification if the District representative is in residence in the Contractor's plant, nor more than 7 business days in other instances.
- (k) The District will accept or reject supplies as promptly as practicable after delivery, unless otherwise provided in the contract. District failure to inspect and accept or reject the supplies shall not relieve the Contractor from responsibility, nor impose liability upon the District, for non-conforming supplies.
- (l) Inspections and tests by the District do not relieve the Contractor of responsibility for defects or other failures to meet contract requirements discovered before acceptance. Acceptance shall be conclusive, except for latent defects, fraud, gross mistakes amounting to fraud, or as otherwise provided in the contract.
- (m) If acceptance is not conclusive for any of the reasons in subparagraph (l) hereof, the District, in addition to any other rights and remedies provided by law, or under provisions of this contract, shall have the right to require the Contractor (1) at no increase in contract price, to correct or replace the defective or nonconforming supplies at the original point of delivery or at the Contractor's plant at the Contracting Officer's election, and in accordance with a reasonable delivery schedule as may be agreed upon between the Contractor and the Contracting Officer; provided, that the Contracting Officer may require a reduction in contract price if the Contractor fails to meet such delivery schedule, or (2) within a reasonable time after receipt by the Contractor of notice of defects or noncompliance, to repay such portion of the contract as is equitable under the circumstances if the Contracting Officer elects not to require correction or replacement. When supplies are returned to the Contractor, the Contractor shall bear the transportation cost from the original point of delivery to the Contractor's plant and return to the original point when that point is not the Contractor's plant. If the Contractor fails to perform or act as required in (1) or (2) above and does not cure such failure within a period of 10 days (or such longer period as the Contracting Officer may authorize in writing) after receipt of notice from the Contracting Officer specifying such failure, the District will have the right to return the rejected materials at Contractor's risk and expense or contract or otherwise to replace or correct such supplies and charge to the Contractor the cost occasioned the District thereby.

**6. Inspection Of Services:**

- (a) Definition. "Services" as used in this clause includes services performed, workmanship, and material furnished or utilized in the performance of services.
- (b) The Contractor shall provide and maintain an inspection system acceptable to the District covering the services under this contract. Complete records of all inspection work performed by the Contractor shall be maintained and made available to the District during contract performance and for as long afterwards as the contract requires.

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- (c) The District has the right to inspect and test all services called for by the contract, to the extent practicable at all times and places during the term of the contract. The District will perform inspections and tests in a manner that will not unduly delay the work.
- (d) If the District performs inspections or tests on the premises of the Contractor or subcontractor, the Contractor shall furnish, without additional charge, all reasonable facilities and assistance for the safety and convenient performance of these duties.
- (e) If any of the services do not conform to the contract requirements, the District may require the Contractor to perform these services again in conformity with contract requirements, at no increase in contract amount. When the defects in services cannot be corrected by performance, the District may require the Contractor to take necessary action to ensure that future performance conforms to contract requirements and reduce the contract price to reflect value of services performed.
- (f) If the Contractor fails to promptly perform the services again or take the necessary action to ensure future performance in conformity to contract requirements, the District may (1) by contract or otherwise, perform the services and charge the Contractor any cost incurred by the District that is directly related to the performance of such services, or (2) terminate the contract for default.

**7. Waiver:**

The waiver of any breach of the contract will not constitute a waiver of any subsequent breach thereof, or a waiver of the contract.

**8. Default:**

- (a) The District may, subject to the provisions of paragraph (c) below, by written notice of default to the Contractor, terminate the whole or any part of this contract in any one of the following circumstances:
  - (1) If the Contractor fails to make delivery of the supplies or to perform the services within the time specified herein or any extension thereof; or
  - (2) If the Contractor fails to perform any of the other provisions of this contract, or so fails to make progress as to endanger performance of this contract in accordance with its terms, and in either of these two circumstances does not cure such failure within a period of ten (10) days (or such longer period as the Contracting Officer may authorize in writing) after receipt of notice from the Contracting Officer specifying such failure.
- (b) In the event the District terminates this contract in whole or in part as provided in paragraph (a) of this clause, the District may procure, upon such terms and in such manner as the Contracting Officer may deem appropriate, supplies or service similar to those so terminated, and the Contractor shall be liable to the District for any excess costs for similar supplies or services; provided, that the Contractor shall continue the performance of this contract to the extent not terminated under the provisions of this clause.



- (c) Except with respect to defaults of subcontractors, the Contractor shall not be liable for any excess costs if the failure to perform the contract arises out of causes beyond the control and without the fault or negligence of the Contractor. Such causes may include, but are not restricted to, acts of God or of the public enemy, acts of the District or Federal Government in either their sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, and unusually severe weather; but in every case the failure to perform must be beyond the control and without fault or negligence of the Contractor. If the failure to perform is caused by the default of the subcontractor, and if such default arises out of causes beyond the control of both the Contractor and the subcontractor, and without the fault or negligence of either of them, the Contractor shall not be liable for any excess cost for failure to perform, unless the supplies or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the Contractor to meet the required delivery schedule.
- (d) If this contract is terminated as provided in paragraph (a) of this clause, the District, in addition to any other rights provided in this clause, may require the Contractor to transfer title and deliver to the District, in the manner and to the extent directed by the Contracting Officer, (i) completed supplies, and (ii) such partially completed supplies and materials, parts, tools, dies, jigs, fixtures plans, drawing information, and contract rights (hereinafter called "manufacturing materials") as the Contractor has specifically produced or specifically acquired for the performance of such part of this contract as has been terminated; and the Contractor shall, upon direction of the Contracting Officer, protect and preserve property in possession of the Contractor in which the District has an interest. Payment for completed supplies delivered to and accepted by the District will be at the contract price. Payment for manufacturing materials delivered to and accepted by the District will be at the contract price. Payment for manufacturing materials delivered to and accepted by the District and for the protection and preservation of property shall be in an amount agreed upon by the Contractor and Contracting Officer; failure to agree to such amount shall be a dispute concerning a question of fact within the meaning of the clause of this contract entitled "Disputes". The District may withhold from amounts otherwise due the Contractor for such completed supplies or manufacturing materials such sum as the Contracting Officer determines to be necessary to protect the District against loss because of outstanding liens or claims of former lien holders.
- (e) If, after notice of termination of this contract under the provisions of this clause, it is determined for any reason that the Contractor was not in default under the provisions of this clause, or that the default was excusable under the provisions of this clause, the rights and obligations of the parties shall, if the contract contains a clause providing for termination of convenience of the District, be the same as if the notice of termination had been issued pursuant to such clause. See Clause 20 for Termination for Convenience of the District.
- (f) The rights and remedies of the District provided in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law or under this contract.
- (g) As used in paragraph (c) of this clause, the terms "subcontractor(s) means subcontractor(s) at any tier.

**9. Indemnification:**

The Contractor agrees to defend, indemnify and hold harmless the District, its officers, agencies, departments, agents, and employees (collectively the "District") from and against any and all claims, losses, liabilities, penalties, fines, forfeitures, demands, causes of action, suits, costs and expenses incidental thereto (including cost of defense and attorneys' fees), resulting from, arising out of, or in any way connected to activities or work performed by the Contractor, Contractor's officers, employees, agents, servants, subcontractors, or any other person acting for or by permission of the Contractor in performance of this Contract. The Contractor assumes all risks for direct and indirect damage or injury to the property or persons used or employed in performance of this Contract. The Contractor shall also repair or replace any District property that is damaged by the Contractor, Contractor's officers, employees, agents, servants, subcontractors, or any other person acting for or by permission of the Contractor while performing work hereunder.

The indemnification obligation under this section shall not be limited by the existence of any insurance policy or by any limitation on the amount or type of damages, compensation or benefits payable by or for Contractor or any subcontractor, and shall survive the termination of this Contract. The District agrees to give Contractor written notice of any claim of indemnity under this section. Additionally, Contractor shall have the right and sole authority to control the defense or settlement of such claim, provided that no contribution or action by the District is required in connection with the settlement. Monies due or to become due the Contractor under the contract may be retained by the District as necessary to satisfy any outstanding claim which the District may have against the Contractor.

**10. Transfer:**

No contract or any interest therein shall be transferred by the parties to whom the award is made; such transfer will be null and void and will be cause to annul the contract.

**11. Taxes:**

- (a) The Government of the District of Columbia is exempt from and will not pay Federal Excise Tax, Transportation Tax, and the District of Columbia Sales and Use Taxes.
- (b) Tax exemption certificates are no longer issued by the District for Federal Excise Tax. The following statement may be used by the supplier when claiming tax deductions for Federal Excise Tax exempt items sold to the District.

"The District of Columbia Government is Exempt from Federal Excise Tax – Registration No. 52-73-0206-K, Internal Revenue Service, Baltimore, Maryland."

Exempt From Maryland Sales Tax, Registered With The Comptroller Of The Treasury As Follows:

- a) Deliveries to Glenn Dale Hospital – Exemption No. 4647
- b) Deliveries to Children's Center – Exemption No. 4648
- c) Deliveries to other District Departments or Agencies – Exemption No. 09339

"The District of Columbia Government is Exempt from Sales and Use Tax – Registration No. 53-600, The District of Columbia Office of Tax and Revenue."

**12. Appointment of Attorney:**

- (a) The bidder/offeror or contractor (whichever the case may be) does hereby irrevocably designate and appoint the Clerk of the District of Columbia Superior Court and his successor in office as the true and lawful attorney of the Contractor for the purpose of receiving service of all notices and processes issued by any court in the District of Columbia, as well as service of all pleadings and other papers, in relation to any action or legal proceeding arising out of or pertaining to this contract or the work required or performed hereunder.
- (b) The bidder/offeror or contractor (whichever the case may be) expressly agrees that the validity of any service upon the said Clerk as herein authorized shall not be affected either by the fact that the contractor was personally within the District of Columbia and otherwise subject to personal service at the time of such service upon the said Clerk or by the fact that the contractor failed to receive a copy of such process, notice or other paper so served upon the said Clerk provided the said Clerk shall have deposited in the United States mail, registered and postage prepaid, a copy of such process, notice, pleading or other paper addressed to the bidder/offeror or contractor at the address stated in this contract.

**13. District Employees Not To Benefit:**

Unless a determination is made as provided herein, no officer or employee of the District will be admitted to any share or part of this contract or to any benefit that may arise therefrom, and any contract made by the Contracting Officer or any District employee authorized to execute contracts in which they or an employee of the District will be personally interested shall be void, and no payment shall be made thereon by the District or any officer thereof, but this provision shall not be construed to extend to this contract if made with a corporation for its general benefit. A District employee shall not be a party to a contract with the District and will not knowingly cause or allow a business concern or other organization owned or substantially owned or controlled by the employee to be a party to such a contract, unless a written determination has been made by the head of the procuring agency that there is a compelling reason for contracting with the employee, such as when the District's needs cannot reasonably otherwise be met. (DC Procurement Practices Act of 1985, D.C. Law 6-85, D.C. Official Code, section 2-310.01, and Chapter 18 of the DC Personnel Regulations)

The Contractor represents and covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services hereunder. The Contractor further covenants not to employ any person having such known interests in the performance of the contract.

**14. Disputes:**

- A. All disputes arising under or relating to this contract shall be resolved as provided herein.
- B. Claims by a Contractor against the District.

Claim, as used in Section B of this clause, means a written assertion by the Contractor seeking, as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to this contract. A claim arising under a contract, unlike a claim relating to that

contract, is a claim that can be resolved under a contract clause that provides for the relief sought by the claimant.

- (a) All claims by a Contractor against the District arising under or relating to a contract shall be in writing and shall be submitted to the Contracting Officer for a decision. The contractor's claim shall contain at least the following:
  - (1) A description of the claim and the amount in dispute;
  - (2) Any data or other information in support of the claim;
  - (3) A brief description of the Contractor's efforts to resolve the dispute prior to filing the claim; and
  - (4) The Contractor's request for relief or other action by the Contracting Officer.
- (b) The Contracting Officer may meet with the Contractor in a further attempt to resolve the claim by agreement.
- (c) For any claim of \$50,000 or less, the Contracting Officer shall issue a decision within sixty (60) days from receipt of a written request from a Contractor that a decision be rendered within that period.
- (d) For any claim over \$50,000, the Contracting Officer shall issue a decision within ninety (90) days of receipt of the claim. Whenever possible, the Contracting Officer shall take into account factors such as the size and complexity of the claim and the adequacy of the information in support of the claim provided by the Contractor.
- (e) The Contracting Officer's written decision shall do the following:
  - (1) Provide a description of the claim or dispute;
  - (2) Refer to the pertinent contract terms;
  - (3) State the factual areas of agreement and disagreement;
  - (4) State the reasons for the decision, including any specific findings of fact, although specific findings of fact are not required and, if made, shall not be binding in any subsequent proceeding;
  - (5) If all or any part of the claim is determined to be valid, determine the amount of monetary settlement, the contract adjustment to be made, or other relief to be granted;
  - (6) Indicate that the written document is the contracting officer's final decision; and
  - (7) Inform the Contractor of the right to seek further redress by appealing the decision to the Contract Appeals Board.
- (f) Any failure by the Contracting Officer to issue a decision on a contract claim within the required time period will be deemed to be a denial of the claim, and will authorize the commencement of an appeal to the Contract Appeals Board as authorized by D.C. Official Code § 2-309.04.

- (g) (1) If a Contractor is unable to support any part of his or her claim and it is determined that the inability is attributable to a material misrepresentation of fact or fraud on the part of the Contractor, the Contractor shall be liable to the District for an amount equal to the unsupported part of the claim in addition to all costs to the District attributable to the cost of reviewing that part of the Contractor's claim.
- (2) Liability under paragraph (g)(1) shall be determined within six (6) years of the commission of the misrepresentation of fact or fraud.
- (h) The decision of the Contracting Officer shall be final and not subject to review unless an administrative appeal or action for judicial review is timely commenced by the Contractor as authorized by D. C. Official Code § 2-309.04.
- (i) Pending final decision of an appeal, action, or final settlement, a Contractor shall proceed diligently with performance of the contract in accordance with the decision of the Contracting Officer.

C. Claims by the District against a Contractor

- (a) Claim as used in Section C of this clause, means a written demand or written assertion by the District seeking, as a matter of right, the payment of money in a sum certain, the adjustment of contract terms, or other relief arising under or relating to this contract. A claim arising under a contract, unlike a claim relating to that contract, is a claim that can be resolved under a contract clause that provides for the relief sought by the claimant.
- (b) (1) All claims by the District against a Contractor arising under or relating to a contract shall be decided by the Contracting Officer.
- (2) The Contracting Officer shall send written notice of the claim to the Contractor. The Contracting Officer's written decision shall do the following:
  - (a) Provide a description of the claim or dispute;
  - (b) Refer to the pertinent contract terms;
  - (c) State the factual areas of agreement and disagreement;
  - (d) State the reasons for the decision, including any specific findings of fact, although specific findings of fact are not required and, if made, shall not be binding in any subsequent proceeding;
  - (e) If all or any part of the claim is determined to be valid, determine the amount of monetary settlement, the contract adjustment to be made, or other relief to be granted;
  - (f) Indicate that the written document is the Contracting Officer's final decision; and
  - (g) Inform the Contractor of the right to seek further redress by appealing the decision to the Contract Appeals Board.

- (3) The decision shall be supported by reasons and shall inform the Contractor of its rights as provided herein.
- (4) The authority contained in this clause shall not apply to a claim or dispute for penalties or forfeitures prescribed by statute or regulation which another District agency is specifically authorized to administer, settle, or determine.
- (5) This clause shall not authorize the Contracting Officer to settle, compromise, pay, or otherwise adjust any claim involving fraud.
- (c) The decision of the Contracting Officer shall be final and not subject to review unless an administrative appeal or action for judicial review is timely commenced by the Contractor as authorized by D.C. Official Code §2-309.04.
- (d) Pending final decision of an appeal, action, or final settlement, the Contractor shall proceed diligently with performance of the contract in accordance with the decision of the Contracting Officer.

**15. Changes:**

The Contracting Officer may, at any time, by written order, and without notice to the surety, if any, make changes in the contract within the general scope hereof. If such change causes an increase or decrease in the cost of performance of this contract, or in the time required for performance, an equitable adjustment shall be made. Any claim for adjustment under this paragraph must be asserted within ten (10) days from the date the change is offered; provided, however, that the Contracting Officer, if he or she determines that the facts justify such action, may receive, consider and adjust any such claim asserted at any time prior to the date of final settlement of the contract. If the parties fail to agree upon the adjustment to be made, the dispute shall be determined as provided in the Disputes clause at Section 18. Nothing in this clause shall excuse the Contractor from proceeding with the contract as changed.

**16. Termination For Convenience Of The District:**

- (a) The District may terminate performance of work under this contract in whole or, from time to time, in part if the Contracting Officer determines that a termination is in the District's interest. The Contracting Officer shall terminate by delivering to the Contractor a Notice of Termination specifying the extent of termination and effective date.
- (b) After receipt of a Notice of Termination, and except as directed by the Contracting Officer, the Contractor shall immediately proceed with the following obligations, regardless of any delay in determining or adjusting any amounts due under this clause:
  - (1) Stop work as specified in the notice.
  - (2) Place no further subcontracts or orders (referred to as subcontracts in this clause) for materials, services, or facilities, except as necessary to complete the continued portion of the contract.
  - (3) Terminate all contracts to the extent they relate to the work terminated.

- (4) Assign to the District, as directed by the Contracting Officer, all rights, title and interest of the Contractor under the subcontracts terminated, in which case the District will have the right to settle or pay any termination settlement proposal arising out of those terminations.
  - (5) With approval or ratification to the extent required by the Contracting Officer, settle all outstanding liabilities and termination settlement proposals arising from the termination of subcontracts. The approval or ratification will be final for purposes of this clause.
  - (6) As directed by the Contracting Officer, transfer title and deliver to the District (i) the fabricated or unfabricated parts, work in process, completed work, supplies, and other materials produced or acquired for the work terminated, and (ii) the completed or partially completed plans, drawings, information, and other property that, if the contract has been completed, would be required to be furnished to the District.
  - (7) Complete performance of the work not terminated.
  - (8) Take any action that may be necessary, or that the Contracting Officer may direct, for the protection and preservation of the property related to this contract that is in the possession of the Contractor and in which the District has or may acquire an interest.
  - (9) Use its best efforts to sell, as directed or authorized by the Contracting Officer, any property of the types referred to in subparagraph (6) above; provided, however, that the Contractor (i) is not required to extend credit to any purchaser and (ii) may acquire the property under the conditions prescribed by, and at prices approved by, the Contracting Officer. The proceeds of any transfer or disposition will be applied to reduce any payments to be made by the District under this contract, credited to the price or cost of the work, or paid in any other manner directed by the Contracting Officer.
- (c) After the expiration of ninety (90) days (or such longer period as may be agreed to) after receipt by the Contracting Officer of acceptable inventory schedules, the Contractor may submit to the Contracting Officer a list, certified as to quantity and quality of termination inventory not previously disposed of excluding items authorized for disposition by the Contracting Officer. The Contractor may request the District to remove those items or enter into an agreement for their storage. Within fifteen (15) days, the District will accept title to those items and remove them or enter into a storage agreement. The Contracting Officer may verify the list upon removal of the items, or if stored, within forty five (45) days from submission of the list, and shall correct the list, as necessary, before final settlement.
- (d) After termination, the Contractor shall submit a final termination settlement proposal to the Contracting Officer in the form and with the certification prescribed by the Contracting Officer. The Contractor shall submit the proposal promptly, but no later than one year from the effective date of termination, unless extended in writing by the Contracting Officer upon written request of the Contractor within this one year period. However, if the Contracting Officer determines that the facts justify it, a termination settlement proposal may be

received and acted on after one year or any extension. If the Contractor fails to submit the proposal within the time allowed, the Contracting Officer may determine, on the basis of information available, the amount, if any, due to the Contractor because of the termination and shall pay the amount determined.

- (e) Subject to paragraph (d) above, the Contractor and the Contracting Officer may agree upon the whole or any part of the amount to be paid because of the termination. The amount may include a reasonable allowance for profit on work done. However, the agreed amount, whether under this paragraph (e) or paragraph (f) below, exclusive of costs shown in subparagraph (f)(3) below, may not exceed the total contract price as reduced by (1) the amount of payment previously made and (2) the contract price of work not terminated. The contract shall be amended, and the Contractor paid the agreed amount. Paragraph (f) below shall not limit, restrict, or affect the amount that may be agreed upon to be paid under this paragraph.
- (f) If the Contractor and the Contracting Officer fail to agree on the whole amount to be paid because of the termination work, the Contracting Officer shall pay the Contractor the amounts determined by the Contracting Officer as follows, but without duplication of any amounts agreed on under paragraph (e) above:
  - (1) The contract price for completed supplies or services accepted by the District (or sold or acquired under subparagraph (b)(9) above) not previously paid for, adjusted for any saving of freight and other charges.
  - (2) The total of :
    - (i) The costs incurred in the performance of the work terminated, including initial costs and preparatory expense allocable thereto, but excluding any costs attributable to supplies or services paid or to be paid under subparagraph (f)(1) above;
    - (ii) The cost of settling and paying termination settlement proposals under terminated subcontracts that are properly chargeable to the terminated portion of the contract if not included in subparagraph (f)(1) above; and
    - (iii) A sum, as profit on subparagraph f(1) above, determined by the Contracting Officer to be fair and reasonable; however, if it appears that the Contractor would have sustained a loss on the entire contract had it been completed, the Contracting Officer shall allow no profit under this subparagraph (iii) and shall reduce the settlement to reflect the indicated rate of loss.
  - (3) The reasonable cost of settlement of the work terminated, including-
    - (i) Accounting, legal, clerical, and other expenses reasonably necessary for the preparation of termination settlement proposals and supporting data;
    - (ii) The termination and settlement of subcontractors (excluding the amounts of such settlements); and



- (iii) Storage, transportation, and other costs incurred, reasonably necessary for the preservation, protection, or disposition of the termination inventory.
- (g) Except for normal spoilage, and except to the extent that the District expressly assumed the risk of loss, the Contracting Officer shall exclude from the amounts payable to the Contractor under paragraph (f) above, the fair value as determined by the Contracting Officer, of property that is destroyed, lost, stolen, or damaged so as to become undeliverable to the District or to a buyer.
- (h) The Contractor shall have the right of appeal, under the Disputes clause, from any determination made by the Contracting Officer under paragraphs (d), (f) or (j), except that if the Contractor failed to submit the termination settlement proposal within the time provided in paragraph (d) or (j), and failed to request a time extension, there is no right of appeal. If the Contracting Officer has made a determination of the amount due under paragraph (d), (f) or (j), the District will pay the Contractor (1) the amount determined by the Contracting Officer if there is no right of appeal or if no timely appeal has been taken, or (2) the amount finally determined on an appeal.
- (i) In arriving at the amount due the Contractor under this clause, there shall be deducted:
  - (1) All unliquidated advances or other payments to the Contractor under the termination portion of the contract;
  - (2) Any claim which the District has against the Contractor under this contract; and
  - (3) The agreed price for, or the proceeds of sale of, materials, supplies, or other things acquired by the Contractor or sold under the provisions of this clause and not recovered by or credited to the District.
- (j) If the termination is partial, the Contractor may file a proposal with the Contracting Officer for an equitable adjustment of the price(s) of the continued portion of the contract. The Contracting Officer shall make any equitable adjustment agreed upon. Any proposal by the Contractor for an equitable adjustment under this clause shall be requested within ninety (90) days from the effective date of termination unless extended in writing by the Contracting Officer.
- (k) (1) The District may, under the terms and conditions it prescribes, make partial payments and payments against costs incurred by the Contractor for the terminated portion of the contract, if the Contracting Officer believes the total of these payments will not exceed the amount to which the Contractor shall be entitled.
  - (2) If the total payments exceed the amount finally determined to be due, the Contractor shall repay the excess to the District upon demand together with interest computed at the rate of 10 percent (10%) per year. Interest shall be computed for the period from the date the excess payment is received by the Contractor to the date the excess payment is repaid. Interest shall not be charged on any excess payment due to a reduction in the Contractor's termination settlement proposal because of retention or

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other disposition of termination inventory until 10 days after the date of the retention or disposition, or a later date determined by the Contracting Officer because of the circumstances.

- (l) Unless otherwise provided in this contract or by statute, the Contractor shall maintain all records and documents relating to the terminated portion of this contract for 3 years after final settlement. This includes all books and other evidence bearing on the Contractor's costs and expenses under this contract. The Contractor shall make these records and documents available to the District, at the Contractor's office, at all reasonable times, without any direct charge. If approved by the Contracting Officer, photographs, micrographs, or other authentic reproductions may be maintained instead of original records and documents.

**17. Recovery Of Debts Owed The District:**

The Contractor hereby agrees that the District may use all or any portion of any consideration or refund due the Contractor under the present contract to satisfy, in whole or part, any debt due the District.

**18. Retention and Examination Of Records:**

The Contractor shall establish and maintain books, records, and documents (including electronic storage media) in accordance with generally accepted accounting principles and practices which sufficiently and properly reflect all revenues and expenditures of funds provided by the District under the contract that results from this solicitation.

The Contractor shall retain all records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to the contract for a period of three (3) years after termination of the contract, or if an audit has been initiated and audit findings have not been resolved at the end of three (3) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of the contract.

The Contractor shall assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, District, or other personnel duly authorized by the Contracting Officer.

The Contracting Officer, the Inspector General and the District of Columbia Auditor, or any of their duly authorized representatives shall, until three years after final payment, have the right to examine any directly pertinent books, documents, papers and records of the Contractor involving transactions related to the contract.

**19. Non-Discrimination Clause:**

- (a) The Contractor shall not discriminate in any manner against any employee or applicant for employment that would constitute a violation of the District of Columbia Human Rights Act, approved December 13, 1977, as amended (D. C. Law 2-38; D. C. Official Code §2-1402.11) (2001 Ed.) ("Act" as used in this Section). The Contractor shall include a similar clause in all subcontracts, except subcontracts for standard commercial supplies or raw materials. In addition, Contractor agrees and any subcontractor shall agree to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause as provided in Section 251 of the Act.

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(b) Pursuant to rules of the Office of Human Rights, published on August 15, 1986 in the D. C. Register, Mayor's Order 2002-175 (10/23/02), 49 DCR 9883 and Mayor's Order 2006-151 (11/17/06), 52 DCR 9351, the following clauses apply to this contract:

- (1) The Contractor shall not discriminate against any employee or applicant for employment because of actual or perceived: race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, gender identity or expression, familial status, family responsibilities, disability, matriculation, political affiliation, genetic information, source of income, or place of residence or business. Sexual harassment is a form of sex discrimination which is prohibited by the Act. In addition, harassment based on any of the above protected categories is prohibited by the Act.
- (2) The Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their actual or perceived: race, color, religion, national origin, sex, age, marital status, personal appearance, sexual orientation, gender identity or expression, familial status, family responsibilities, disability, matriculation, political affiliation, genetic information, source of income, or place of residence or business.

The affirmative action shall include, but not be limited to the following:

- (a) employment, upgrading or transfer;
  - (b) recruitment, or recruitment advertising;
  - (c) demotion, layoff, or termination;
  - (d) rates of pay, or other forms of compensation; and
  - (e) selection for training and apprenticeship.
- (3) The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Contracting Agency, setting forth the provisions in subsections (b)(1) and (b)(2) concerning non-discrimination and affirmative action.
  - (4) 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 pursuant to the non-discrimination requirements set forth in subsection (b)(2).
  - (5) The Contractor agrees to send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided by the contracting agency, advising the said labor union or workers' representative of that contractor's commitments under this nondiscrimination clause and the Act, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

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- (6) The Contractor agrees to permit access to his books, records and accounts pertaining to its employment practices, by the Chief Procurement Officer or designee, or the Director of Human Rights or designee, for purposes of investigation to ascertain compliance with this chapter, and to require under terms of any subcontractor agreement each subcontractor to permit access of such subcontractors' books, records, and accounts for such purposes.
- (7) The Contractor agrees to comply with the provisions of this chapter and with all guidelines for equal employment opportunity applicable in the District of Columbia adopted by the Director of the Office of Human Rights, or any authorized official.
- (8) The Contractor shall include in every subcontract the equal opportunity clauses, subsections (b)(1) through (b)(9) of this section, so that such provisions shall be binding upon each subcontractor or vendor.
- (9) The Contractor shall take such action with respect to any subcontract as the Contracting Officer may direct as a means of enforcing these provisions, including sanctions for noncompliance; provided, however, that in the event the Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the contracting agency, the Contractor may request the District to enter into such litigation to protect the interest of the District.

**20. Definitions:**

The terms Mayor, Chief Procurement Officer, Contract Appeals Board and District will mean the Mayor of the District of Columbia, the Chief Procurement Officer of the District of Columbia or his/her alternate, the Contract Appeals Board of the District of Columbia, and the Government of the District of Columbia respectively. If the Contractor is an individual, the term Contractor shall mean the Contractor, his heirs, his executor and his administrator. If the Contractor is a corporation, the term Contractor shall mean the Contractor and its successor.

**21. Health And Safety Standards:**

Items delivered under this contract shall conform to all requirements of the Occupational Safety and Health Act of 1970, as amended ("OSHA"), and Department of Labor Regulations under OSHA, and all Federal requirements in effect at time of bid opening/proposal submission.

**22. Appropriation Of Funds:**

The District's liability under this contract is contingent upon the future availability of appropriated monies with which to make payment for the contract purposes. The legal liability on the part of the District for the payment of any money shall not arise unless and until such appropriation shall have been provided.

**23. Buy American Act:**

- (a) The Buy American Act (41 U.S.C. §10a) provides that the District give preference to domestic end products.

“Components,” as used in this clause, means those articles, materials, and supplies incorporated directly into the end products.

“Domestic end product,” as used in this clause, means, (1) an unmanufactured end product mined or produced in the United States, or (2) an end product manufactured in the United States, if the cost of its components mined, produced, or manufactured in the United States, exceeds 50 percent of the cost of all its components. Components of foreign origin of the same class or kind as the products referred to in paragraphs (b)(2) or (3) of this clause shall be treated as domestic. Scrap generated, collected, and prepared for processing in the United States is considered domestic.

“End products,” as used in this clause, means those articles, materials, and supplies to be acquired for public use under this contract.

- (b) The Contractor shall deliver only domestic end products, except those-
- (1) For use outside the United States;
  - (2) That the District determines are not mined, produced, or manufactured in the United States in sufficient and reasonably available commercial quantities of a satisfactory quality;
  - (3) For which the District determines that domestic preference would be inconsistent with the public interest; or
  - (4) For which the District determines the cost to be unreasonable.

**24. Service Contract Act of 1965:**

- (a) Definitions. “Act,” as used in this clause, means the Service Contract Act of 1965, as amended (41 U.S.C. §351, *et seq.*).
- (1) “Contractor,” as used in this clause, means the prime Contractor or any subcontractor at any tier.
  - (2) “Service employee,” as used in this clause, means any person (other than a person employed in a bona fide executive, administrative, or professional capacity as defined in 29 CFR 541) engaged in performing a District contract not exempted under 41 U.S.C. §356, the principal purpose of which is to furnish services in the United States, as defined in section 22.1001 of the Federal Acquisition Regulation. It includes all such persons regardless of the actual or alleged contractual relationship between them and a contractor.
- (b) Applicability. To the extent that the Act applies, this contract is subject to the following provisions and to all other applicable provisions of the Act and regulations of the Secretary of Labor (20 CFR part 4). All interpretations of the Act in Subpart C of 29 CFR 4 are incorporated in this contract by reference. This clause does not apply to contracts or subcontracts administratively exempted by the Secretary of Labor or exempted by 41 U.S.C. §356, as interpreted in Subpart C of 29 CFR 4.
- (c) Compensation

- (1) Each service employee employed in the performance of this contract by the Contractor or any subcontractor shall be paid not less than the minimum monetary wages and shall be furnished fringe benefits in accordance with the wages and fringe benefits determined by the Secretary of Labor or the Secretary's authorized representative, as specified in any wage determination attached to this contract.
- (2) If a wage determination is attached to this contract, the Contractor shall classify any class of service employees not listed in it, but to be employed under this contract (i.e., the work to be performed is not performed by any classification listed in the wage determination) so as to provide a reasonable relationship (i.e., appropriate level of skill comparison) between such unlisted classifications and the classifications listed in the wage determination. Such conformed class of employees shall be paid the monetary wages and furnished the fringe benefits as are determined pursuant to the procedures in this paragraph. This conforming procedure shall be initiated by the Contractor prior to the performance of contract work by the unlisted class of employee.
  - (a) The Contractor shall submit Standard Form (SF) 1444, Request for Authorization of Additional Classification and Rate, to the Contracting Officer no later than 30 days after the unlisted class of employee performs any contract work. The Contracting Officer shall review the proposed classification and rate and promptly submit the completed SF 1444 (which must include information regarding the agreement or disagreement of the employees' authorized representatives or the employees themselves together with the agency recommendation), and all pertinent information to the Wage and Hour Division, Employment Standards Administration (ESA), Department of Labor. The Wage and Hour Division will approve, modify, or disapprove the action or render a final determination in the event of disagreement within 30 days of receipt or will notify the Contracting Officer within 30 days of receipt that additional time is necessary;
  - (b) The final determination of the conformance action by the Wage and Hour Division shall be transmitted to the Contracting Officer who shall promptly notify the Contractor of the action taken. Each affected employee shall be furnished by the Contracting Officer with a written copy of such determination or it shall be posted as a part of the wage determination;
  - (c) The process of establishing wage and fringe benefit rates that bear a reasonable relationship to those listed in a wage determination cannot be reduced to any single formula. The approach used may vary from wage determination to wage determination depending on the circumstances. Standard wage and salary administration practices which rank various job classifications by pay grade pursuant to point schemes or other job factors may, for example, be relied upon. Guidance may also be obtained from the way different jobs are rated under Federal pay systems (Federal Wage Board Pay System and the General

Schedule) or from other wage determinations issued in the same locality. Basic to the establishment of any conformable wage rate(s) is the concept that a pay relationship should be maintained between job classifications based on the skill required and the duties performed;

- (d) In the case of a contract modification, an exercise of an option, or extension of an existing contract, or in any other case where a Contractor succeeds to a contract under which the classification in question was previously conformed pursuant to this clause, a new conformed wage rate and fringe benefits may be assigned to the conformed classification by indexing (*i.e.*, adjusting) the previous conformed rate and fringe benefits by an amount equal to the average (mean) percentage increase (or decrease, where appropriate) between the wages and fringe benefits specified for all classifications to be used on the contract which are listed in the current wage determination, and those specified for the corresponding classifications in the previously applicable wage determination. Where conforming actions are accomplished in accordance with this paragraph prior to the performance of contract work by the unlisted class of employees, the Contractor shall advise the Contracting Officer of the action taken but the other procedures in this clause need not be followed;
  - (e) No employee engaged in performing work on this contract shall in any event be paid less than the currently applicable minimum wage specified under section 6(a)(1) of the Fair Labor Standards Act of 1938, as amended;
  - (f) The wage rate and fringe benefits finally determined under this clause shall be paid to all employees performing in the classification from the first day on which contract work is performed by them in the classification. Failure to pay the unlisted employees the compensation agreed upon by the interested parties or finally determined by the Wage and Hour Division retroactive to the date such class of employees commenced contract work shall be a violation of the Act and this contract;
  - (g) Upon discovery of failure to comply with this clause, the Wage and Hour Division shall make a final determination of conformed classification, wage rate, and/or fringe benefits which shall be retroactive to the date such class or classes of employees commenced contract work.
- (3) If the term of this contract is more than 1 year, the minimum wages and fringe benefits required for service employees under this contract shall be subject to adjustment after 1 year and not less often than once every 2 years, under wage determinations issued by ESA.
  - (4) The Contractor can discharge the obligation to furnish fringe benefits specified in the attachment or determined under paragraph (2) of this clause by furnishing any equivalent combinations of bona fide fringe

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benefits, or by making equivalent or differential cash payments, in accordance with Subpart B and C of 29 CFR 4.

- (d) Minimum wage: In the absence of a minimum wage attachment for this contract, the Contractor shall not pay any service or other employees performing this contract less than the minimum wage specified by section 6(a)(1) of the Fair Labor Standards Act of 1938, as amended (29 U.S.C. §206). Nothing in this clause shall relieve the Contractor of any other legal or contractual obligation to pay a higher wage to any employee.
- (e) Successor contracts: If this contract succeeds a contract subject to the Act under which substantially the same services were furnished and service employees were paid wages and fringe benefits provided for in a collective bargaining agreement, then, in the absence of a minimum wage attachment to this contract, the Contractor may not pay any service employee performing this contract less than the wages and benefits, including those accrued and any prospective increases, provided for under that agreement. No Contractor may be relieved of this obligation unless the limitations of 29 CFR 4.1c(b) apply or unless the Secretary of Labor or the Secretary's authorized representative:
- (1) Determines that the agreement under the predecessor was not the result of arms-length negotiations; or
  - (2) Finds, after a hearing under 29 CFR 4.10, that the wages and benefits provided for by that agreement vary substantially from those prevailing for similar services in the locality or determines, as provided in 29 CFR 4.11, that the collective bargaining agreement applicable to service employees employed under the predecessor contract was not entered into as a result of arm's length negotiations. Where it is found in accordance with the review procedures provided in 29 CFR 4.10 and 4.11 and parts 6 and 8 that some or all of the wages and fringe benefits contained in a predecessor Contractor's collective bargaining agreement are substantially at variance with those which prevail for services of a character similar in the locality, and that the collective bargaining agreement applicable to service employees employed under the predecessor contract was not entered into as a result of arm's length negotiations, the Department will issue a new or revised wage determination setting forth the applicable wage rates and fringe benefits. Such determination shall be made part of the contract or subcontract, in accordance with the decision of the Administrator, the Administrative Law Judge, or the Board of Service Contract Appeals, as the case may be, irrespective of whether such issuance occurs prior to or after the award of a contract or subcontract (53 Comp. Gen. 401 (1973)). In the case of a wage determination issued solely as a result of a finding of substantial variance, such determination shall be effective as of the date of the final administrative decision.
- (f) Notification to employees: The Contractor shall notify each service employee commencing work on this contract of a minimum wage and any fringe benefits required to be paid, or shall post a notice of these wages and benefits in a prominent and accessible place at the worksite, using such poster as may be provided by the Department of Labor.



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- (g) **Safe and sanitary working conditions**: The Contractor shall not permit services called for by this contract to be performed in buildings or surroundings or under working conditions provided by or under the control or supervision of the Contractor that are unsanitary, hazardous, or dangerous to the health or safety of service employees. The Contractor shall comply with the health standards applied under 29 CFR Part 1925.
- (h) **Records**: The Contractor shall maintain for 3 years from the completion of work, and make available for inspection and transcription by authorized ESA representatives, a record of the following:
- (1) For each employee subject to the Act:
    - (a) Name and address;
    - (b) Work classification or classifications, rate or rates of wages and fringe benefits provided, rate or rates of payments in lieu of fringe benefits, and total daily and weekly compensation;
    - (c) Daily and weekly hours worked; and
    - (d) Any deductions, rebates, or refunds from total daily or weekly compensation.
  - (2) For those classes of service employees not included in any wage determination attached to this contract, wage rates or fringe benefits determined by the interested parties or by ESA under the terms of paragraph (c)(3) of this clause. A copy of the report required by paragraph (e) of this clause will fulfill this requirement.
  - (3) Any list of the predecessor Contractor's employees which had been furnished to the Contractor as prescribed by this clause. The Contractor shall also make available a copy of this contract for inspection or transcription by authorized representatives of the Wage and Hour Division. Failure to make and maintain or to make available these records for inspection and transcription shall be a violation of the regulations and this contract, and in the case of failure to produce these records, the Contracting Officer, upon direction of the Department of Labor and notification to the Contractor, shall take action to cause suspension of any further payment or advance of funds until the violation ceases. The Contractor shall permit authorized representatives of the Wage and Hour Division to conduct interviews with employees at the worksite during normal working hours.
- (i) **Pay periods**: The Contractor shall unconditionally pay to each employee subject to the Act all wages due free and clear and without subsequent deduction (except as otherwise provided by law or regulations, 29 CFR part 4), rebate, or kickback on any account. These payments shall be made no later than one pay period following the end of the regular pay period in which the wages were earned or accrued. A pay period under this Act may not be of any duration longer than semi-monthly.
- (j) **Withholding of payments and termination of contract**: The Contracting Officer shall withhold from the prime Contractor under this or any other District contract

with the prime contractor any sums the Contracting Officer, or an appropriate officer of the Labor Department, decides may be necessary to pay underpaid employees. In the event of failure to pay any employees subject to the Act all or part of the wages or fringe benefits due under the Act, the Contracting Officer may, after authorization or by direction of the Department of Labor and written notification to the Contractor, take action to cause suspension of any further payment or advance of funds until such violations have ceased. Additionally, any failure to comply with the requirements of this clause may be grounds for termination for default. In such event, the District may enter into other contracts or arrangements for completion of the work, charging the Contractor in default with any additional cost.

- (k) Subcontracts: The Contractor agrees to insert this clause in all subcontracts.
- (l) Contractor's report:
  - (1) If there is a wage determination attachment to this contract and any classes of service employees not listed on it are to be employed under the contract, the Contractor shall report promptly to the Contracting Officer the wages to be paid and the fringe benefits to be provided each of these classes, when determined under paragraph (c) of this clause.
  - (2) If wages to be paid or fringe benefits to be furnished any service employees under the contract are covered in a collective bargaining agreement effective at any time when the contract is being performed, the Contractor shall provide to the Contracting Officer a copy of the agreement and full information on the application and accrual of wages and benefits (including any prospective increases) to service employees working on the contract. The Contractor shall report when contract performance begins, in the case of agreements then in effect, and shall report subsequently effective agreements, provisions, or amendments promptly after they are negotiated.
- (m) Contractor's Certification: By entering into this contract, the Contractor (and officials thereof) certifies that neither it (nor he or she) nor any person or firm who has a substantial interest in the Contractor's firm is a person or firm ineligible to be awarded District contracts by virtue of the sanctions imposed under section 5 of the Act. No part of this contract shall be subcontracted to any person or firm ineligible for award of a District contract under section 5 of the Act. The penalty for making false statements is prescribed in the U.S. Criminal Code, 18 U.S.C. §1001.
- (n) Variations, tolerances, and exemptions involving employment: Notwithstanding any of the provisions in paragraphs (c) through (l) of this clause, the following employees may be employed in accordance with the following variations, tolerances, and exemptions authorized by the Secretary of Labor.
  - (1)(i) In accordance with regulations issued under Section 14 of the Fair Labor Standards Act of 1938 by the Administrator of the Wage and Hour Division, ESA (29 CFR 520, 521, 524, and 525), apprentices, student learners, and workers whose earning capacity is impaired by age or by physical or mental deficiency or injury, may be employed at wages lower than the minimum wages otherwise required by section 2(a)(1) or 2(b)(1)

of the Service Contract Act, without diminishing any fringe benefits or payments in lieu of these benefits required under section 2(a)(2) of the Act.

- (ii) The Administrator will issue certificates under the Act for employing apprentices, student-learners, handicapped persons, or handicapped clients of sheltered workshops not subject to the Fair Labor Standards Act of 1938, or subject to different minimum rates of pay under the two acts, authorizing appropriate rates of minimum wages, but without changing requirements concerning fringe benefits or supplementary cash payments in lieu of these benefits.
  - (iii) The Administrator may also withdraw, annul, or cancel such certificates under 29 CFR 525 and 528.
- (2) An employee engaged in an occupation in which the employee customarily and regularly receives more than \$30 a month in tips shall be credited by the employer against the minimum wage required by section 2(a)(1) or section 2(b)(1) of the Act, in accordance with regulations in 29 CFR 531. However, the amount of credit shall not exceed 40 percent of the minimum rate specified in section 6(a)(1) of the Fair Labor Standards Act of 1938 as amended.

**25. Cost and Pricing Data:**

- (a) This paragraph and paragraphs b through e below shall apply to contractors or offerors in regards to: (1) any procurement in excess of \$100,000, (2) any contract awarded through competitive sealed proposals, (3) any contract awarded through sole source procurement, or (4) any change order or contract modification. By entering into this contract or submitting this offer, the Contractor or offeror certifies that, to the best of the Contractor's or offeror's knowledge and belief, any cost and pricing data submitted was accurate, complete and current as of the date specified in the contract or offer.
- (b) Unless otherwise provided in the solicitation, the offeror or Contractor shall, before entering into any contract awarded through competitive sealed proposals or through sole source procurement or before negotiating any price adjustments pursuant to a change order or modification, submit cost or pricing data and certification that, to the best of the Contractor's knowledge and belief, the cost or pricing data submitted was accurate, complete, and current as of the date of award of this contract or as of the date of negotiation of the change order or modification.
- (c) If any price, including profit or fee, negotiated in connection with this contract, or any cost reimbursable under this contract, was increased by any significant amount because (1) the Contractor or a subcontractor furnished cost or pricing data that were not complete, accurate, and current as certified by the Contractor, (2) a subcontractor or prospective subcontractor furnished the Contractor cost or pricing data that were not complete, accurate, and current as certified by the Contractor, or (3) any of these parties furnished data of any description that were not accurate, the price or cost shall be reduced accordingly and the contract shall be modified to reflect the reduction.

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- (d) Any reduction in the contract price under paragraph c above due to defective data from a prospective subcontractor that was not subsequently awarded, the subcontract shall be limited to the amount, plus applicable overhead and profit markup, by which (1) the actual subcontract or (2) the actual cost to the Contractor, if there was no subcontract, was less than the prospective subcontract cost estimate submitted by the Contractor; provided that the actual subcontract price was not itself affected by defective cost or pricing data.
- (e) Cost or pricing data includes all facts as of the time of price agreement that prudent buyers and sellers would reasonably expect to affect price negotiations significantly. Cost or pricing data are factual, not judgmental, and are therefore verifiable. While they do not indicate the accuracy of the prospective Contractor's judgment about estimated future costs or projections, cost or pricing data do include the data forming the basis for that judgment. Cost or pricing data are more than historical accounting data; they are all the facts that can be reasonably expected to contribute to the soundness of estimates of future costs and to the validity of determinations of costs already incurred.
- (f) The following specific information should be included as cost or pricing data, as applicable:
  - (1) Vendor quotations;
  - (2) Nonrecurring costs;
  - (3) Information on changes in production methods or purchasing volume;
  - (4) Data supporting projections of business prospects and objectives and related operations costs;
  - (5) Unit – cost trends such as those associated with labor efficiency;
  - (6) Make or buy decisions;
  - (7) Estimated resources to attain business goals;
  - (8) Information on management decisions that could have a significant bearing on costs.
- (g) If the offeror or contractor is required by law to submit cost or pricing data in connection with pricing this contract or any change order or modification of this contract, the Contracting Officer or representatives of the Contracting Officer shall have the right to examine all books, records, documents and other data of the Contractor (including computations and projections) related to negotiating, pricing, or performing the contract, change order or modification, in order to evaluate the accuracy, completeness, and currency of the cost or pricing data. The right of examination shall extend to all documents necessary to permit adequate evaluation of the cost or pricing data submitted, along with the computations and projections used. Contractor shall make available at its office at all reasonable times the materials described above for examination, audit, or reproduction until three years after the later of:
  - (1) final payment under the contract;

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- (2) final termination settlement; or
- (3) the final disposition of any appeals under the disputes clause or of litigation or the settlement of claims arising under or relating to the contract.

**26. Multiyear Contract:**

If this contract is a multiyear contract, then the following provision is made part of this contract:

If funds are not appropriated or otherwise made available for the continued performance in a subsequent year of a multiyear contract, the contract for the subsequent year shall be terminated, either automatically or in accordance with the termination clause of the contract. Unless otherwise provided for in the contract, the effect of termination is to discharge both the District and the Contractor from future performance of the contract, but not from the existing obligations. The Contractor shall be reimbursed for the reasonable value of any non-recurring costs incurred but not amortized in the price of the supplies or services delivered under the contract.

**27. Termination Of Contracts For Certain Crimes And Violations:**

- (a) The District may terminate without liability any contract and may deduct from the contract price or otherwise recover the full amount of any fee, commission, percentage, gift, or consideration paid in violation of this title if:
  - (1) The Contractor has been convicted of a crime arising out of or in connection with the procurement of any work to be done or any payment to be made under the contract; or
  - (2) There has been any breach or violation of:
    - (A) Any provision of the Procurement Practices Act of 1985, as amended, or
    - (B) The contract provision against contingent fees.
- (b) If a contract is terminated pursuant to this section, the Contractor:
  - (1) May be paid only the actual costs of the work performed to the date of termination, plus termination costs, if any; and
  - (2) Shall refund all profits or fixed fees realized under the Contract.
- (c) The rights and remedies contained in this are in addition to any other right or remedy provided by law, and the exercise of any of them is not a waiver of any other right or remedy provided by law.

**Attachment J.2**  
**U.S. Department of Labor**  
**Wage Determination**  
**(Wage Determination No. 2005-**  
**2103, Revision No. 12 dated**  
**June 13, 2012)**

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WD 05-2103 (Rev.-12) was first posted on www.wdol.gov on 06/19/2012

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REGISTER OF WAGE DETERMINATIONS UNDER  
 THE SERVICE CONTRACT ACT  
 By direction of the Secretary of Labor

U.S. DEPARTMENT OF LABOR  
 EMPLOYMENT STANDARDS ADMINISTRATION  
 WAGE AND HOUR DIVISION  
 WASHINGTON D.C. 20210

Diane C. Koplewski            Division of  
 Director                      Wage Determinations

Wage Determination No.: 2005-2103  
 Revision No.: 12  
 Date Of Revision: 06/13/2012

States: District of Columbia, Maryland, Virginia

Area: District of Columbia Statewide  
 Maryland Counties of Calvert, Charles, Frederick, Montgomery, Prince  
 George's, St Mary's  
 Virginia Counties of Alexandria, Arlington, Fairfax, Falls Church, Fauquier,  
 King George, Loudoun, Prince William, Stafford

**\*\*Fringe Benefits Required Follow the Occupational Listing\*\***

OCCUPATION CODE - TITLE	FOOTNOTE	RATE
01000 - Administrative Support And Clerical Occupations		
01011 - Accounting Clerk I		15.08
01012 - Accounting Clerk II		16.92
01013 - Accounting Clerk III		22.30
01020 - Administrative Assistant		31.41
01040 - Court Reporter		21.84
01051 - Data Entry Operator I		14.38
01052 - Data Entry Operator II		15.69
01060 - Dispatcher, Motor Vehicle		17.87
01070 - Document Preparation Clerk		14.21
01090 - Duplicating Machine Operator		14.21
01111 - General Clerk I		14.88
01112 - General Clerk II		16.24
01113 - General Clerk III		18.74
01120 - Housing Referral Assistant		25.29
01141 - Messenger Courier		13.62
01191 - Order Clerk I		15.12
01192 - Order Clerk II		16.50
01261 - Personnel Assistant (Employment) I		18.15
01262 - Personnel Assistant (Employment) II		20.32
01263 - Personnel Assistant (Employment) III		22.65
01270 - Production Control Clerk		22.03
01280 - Receptionist		14.43
01290 - Rental Clerk		16.55
01300 - Scheduler, Maintenance		18.07
01311 - Secretary I		18.07
01312 - Secretary II		20.18
01313 - Secretary III		25.29
01320 - Service Order Dispatcher		16.98
01410 - Supply Technician		28.55
01420 - Survey Worker		20.03
01531 - Travel Clerk I		13.29
01532 - Travel Clerk II		14.36
01533 - Travel Clerk III		15.49
01611 - Word Processor I		15.63
01612 - Word Processor II		17.67
01613 - Word Processor III		19.95
05000 - Automotive Service Occupations		

05005	- Automobile Body Repairer, Fiberglass	25.26
05010	- Automotive Electrician	23.51
05040	- Automotive Glass Installer	22.15
05070	- Automotive Worker	22.15
05110	- Mobile Equipment Servicer	19.04
05130	- Motor Equipment Metal Mechanic	24.78
05160	- Motor Equipment Metal Worker	22.15
05190	- Motor Vehicle Mechanic	24.78
05220	- Motor Vehicle Mechanic Helper	18.49
05250	- Motor Vehicle Upholstery Worker	21.63
05280	- Motor Vehicle Wrecker	22.15
05310	- Painter, Automotive	23.51
05340	- Radiator Repair Specialist	22.15
05370	- Tire Repairer	14.44
05400	- Transmission Repair Specialist	24.78
07000	- Food Preparation And Service Occupations	
07010	- Baker	13.85
07041	- Cook I	12.55
07042	- Cook II	14.60
07070	- Dishwasher	10.11
07130	- Food Service Worker	10.66
07210	- Meat Cutter	18.08
07260	- Waiter/Waitress	9.70
09000	- Furniture Maintenance And Repair Occupations	
09010	- Electrostatic Spray Painter	19.86
09040	- Furniture Handler	14.06
09080	- Furniture Refinisher	20.23
09090	- Furniture Refinisher Helper	15.52
09110	- Furniture Repairer, Minor	17.94
09130	- Upholsterer	19.86
11000	- General Services And Support Occupations	
11030	- Cleaner, Vehicles	10.54
11060	- Elevator Operator	10.54
11090	- Gardener	17.52
11122	- Housekeeping Aide	11.83
11150	- Janitor	11.83
11210	- Laborer, Grounds Maintenance	13.07
11240	- Maid or Houseman	11.26
11260	- Pruner	11.58
11270	- Tractor Operator	16.04
11330	- Trail Maintenance Worker	13.07
11360	- Window Cleaner	12.85
12000	- Health Occupations	
12010	- Ambulance Driver	20.41
12011	- Breath Alcohol Technician	20.27
12012	- Certified Occupational Therapist Assistant	23.11
12015	- Certified Physical Therapist Assistant	21.43
12020	- Dental Assistant	17.18
12025	- Dental Hygienist	44.75
12030	- EKG Technician	27.67
12035	- Electroneurodiagnostic Technologist	27.67
12040	- Emergency Medical Technician	20.41
12071	- Licensed Practical Nurse I	19.07
12072	- Licensed Practical Nurse II	21.35
12073	- Licensed Practical Nurse III	24.13
12100	- Medical Assistant	15.01
12130	- Medical Laboratory Technician	18.04
12160	- Medical Record Clerk	17.42
12190	- Medical Record Technician	19.50
12195	- Medical Transcriptionist	18.77
12210	- Nuclear Medicine Technologist	37.60



12221	- Nursing Assistant I	10.80
12222	- Nursing Assistant II	12.14
12223	- Nursing Assistant III	13.98
12224	- Nursing Assistant IV	15.69
12235	- Optical Dispenser	20.17
12236	- Optical Technician	15.80
12250	- Pharmacy Technician	18.12
12280	- Phlebotomist	15.69
12305	- Radiologic Technologist	31.11
12311	- Registered Nurse I	27.64
12312	- Registered Nurse II	33.44
12313	- Registered Nurse II, Specialist	33.44
12314	- Registered Nurse III	40.13
12315	- Registered Nurse III, Anesthetist	40.13
12316	- Registered Nurse IV	48.10
12317	- Scheduler (Drug and Alcohol Testing)	21.73
13000	- Information And Arts Occupations	
13011	- Exhibits Specialist I	19.86
13012	- Exhibits Specialist II	24.61
13013	- Exhibits Specialist III	30.09
13041	- Illustrator I	20.48
13042	- Illustrator II	25.38
13043	- Illustrator III	31.03
13047	- Librarian	33.88
13050	- Library Aide/Clerk	14.21
13054	- Library Information Technology Systems Administrator	30.60
13058	- Library Technician	19.89
13061	- Media Specialist I	18.73
13062	- Media Specialist II	20.95
13063	- Media Specialist III	23.36
13071	- Photographer I	16.65
13072	- Photographer II	18.90
13073	- Photographer III	23.67
13074	- Photographer IV	28.65
13075	- Photographer V	33.76
13110	- Video Teleconference Technician	20.39
14000	- Information Technology Occupations	
14041	- Computer Operator I	18.92
14042	- Computer Operator II	21.18
14043	- Computer Operator III	23.60
14044	- Computer Operator IV	26.22
14045	- Computer Operator V	29.05
14071	- Computer Programmer I	(see 1) 26.36
14072	- Computer Programmer II	(see 1)
14073	- Computer Programmer III	(see 1)
14074	- Computer Programmer IV	(see 1)
14101	- Computer Systems Analyst I	(see 1)
14102	- Computer Systems Analyst II	(see 1)
14103	- Computer Systems Analyst III	(see 1)
14150	- Peripheral Equipment Operator	18.92
14160	- Personal Computer Support Technician	26.22
15000	- Instructional Occupations	
15010	- Aircrew Training Devices Instructor (Non-Rated)	36.47
15020	- Aircrew Training Devices Instructor (Rated)	44.06
15030	- Air Crew Training Devices Instructor (Pilot)	52.81
15050	- Computer Based Training Specialist / Instructor	36.47
15060	- Educational Technologist	35.31
15070	- Flight Instructor (Pilot)	52.81
15080	- Graphic Artist	26.80
15090	- Technical Instructor	25.08

15095	- Technical Instructor/Course Developer	30.67
15110	- Test Proctor	20.20
15120	- Tutor	20.20
16000	- Laundry, Dry-Cleaning, Pressing And Related Occupations	
16010	- Assembler	9.88
16030	- Counter Attendant	9.88
16040	- Dry Cleaner	12.94
16070	- Finisher, Flatwork, Machine	9.88
16090	- Presser, Hand	9.88
16110	- Presser, Machine, Drycleaning	9.88
16130	- Presser, Machine, Shirts	9.88
16160	- Presser, Machine, Wearing Apparel, Laundry	9.88
16190	- Sewing Machine Operator	13.78
16220	- Tailor	14.66
16250	- Washer, Machine	10.88
19000	- Machine Tool Operation And Repair Occupations	
19010	- Machine-Tool Operator (Tool Room)	21.14
19040	- Tool And Die Maker	23.38
21000	- Materials Handling And Packing Occupations	
21020	- Forklift Operator	18.02
21030	- Material Coordinator	22.03
21040	- Material Expediter	22.03
21050	- Material Handling Laborer	13.83
21071	- Order Filler	15.09
21080	- Production Line Worker (Food Processing)	18.02
21110	- Shipping Packer	15.09
21130	- Shipping/Receiving Clerk	15.09
21140	- Store Worker I	11.72
21150	- Stock Clerk	16.86
21210	- Tools And Parts Attendant	18.02
21410	- Warehouse Specialist	18.02
23000	- Mechanics And Maintenance And Repair Occupations	
23010	- Aerospace Structural Welder	27.21
23021	- Aircraft Mechanic I	25.83
23022	- Aircraft Mechanic II	27.21
23023	- Aircraft Mechanic III	28.53
23040	- Aircraft Mechanic Helper	17.54
23050	- Aircraft, Painter	24.73
23060	- Aircraft Servicer	19.76
23080	- Aircraft Worker	21.01
23110	- Appliance Mechanic	21.75
23120	- Bicycle Repairer	14.43
23125	- Cable Splicer	26.02
23130	- Carpenter, Maintenance	21.40
23140	- Carpet Layer	20.49
23160	- Electrician, Maintenance	27.98
23181	- Electronics Technician Maintenance I	24.94
23182	- Electronics Technician Maintenance II	26.47
23183	- Electronics Technician Maintenance III	27.89
23260	- Fabric Worker	19.13
23290	- Fire Alarm System Mechanic	22.91
23310	- Fire Extinguisher Repairer	17.62
23311	- Fuel Distribution System Mechanic	22.81
23312	- Fuel Distribution System Operator	19.38
23370	- General Maintenance Worker	21.43
23380	- Ground Support Equipment Mechanic	25.83
23381	- Ground Support Equipment Servicer	19.76
23382	- Ground Support Equipment Worker	21.01
23391	- Gunsmith I	17.62
23392	- Gunsmith II	20.49
23393	- Gunsmith III	22.91

23410 - Heating, Ventilation And Air-Conditioning Mechanic	23.89
23411 - Heating, Ventilation And Air Contditioning Mechanic (Research Facility)	25.17
23430 - Heavy Equipment Mechanic	22.91
23440 - Heavy Equipment Operator	22.91
23460 - Instrument Mechanic	22.59
23465 - Laboratory/Shelter Mechanic	21.75
23470 - Laborer	14.98
23510 - Locksmith	21.90
23530 - Machinery Maintenance Mechanic	23.12
23550 - Machinist, Maintenance	22.91
23580 - Maintenance Trades Helper	18.27
23591 - Metrology Technician I	22.59
23592 - Metrology Technician II	23.80
23593 - Metrology Technician III	24.96
23640 - Millwright	28.19
23710 - Office Appliance Repairer	22.96
23760 - Painter, Maintenance	21.75
23790 - Pipefitter, Maintenance	24.63
23810 - Plumber, Maintenance	22.29
23820 - Pneudraulic Systems Mechanic	22.91
23850 - Rigger	22.91
23870 - Scale Mechanic	20.49
23890 - Sheet-Metal Worker, Maintenance	22.91
23910 - Small Engine Mechanic	20.49
23931 - Telecommunications Mechanic I	29.95
23932 - Telecommunications Mechanic II	31.55
23950 - Telephone Lineman	27.41
23960 - Welder, Combination, Maintenance	22.91
23965 - Well Driller	22.91
23970 - Woodcraft Worker	22.91
23980 - Woodworker	17.62
24000 - Personal Needs Occupations	
24570 - Child Care Attendant	12.79
24580 - Child Care Center Clerk	17.77
24610 - Chore Aide	10.57
24620 - Family Readiness And Support Services Coordinator	16.90
24630 - Homemaker	18.43
25000 - Plant And System Operations Occupations	
25010 - Boiler Tender	27.30
25040 - Sewage Plant Operator	20.84
25070 - Stationary Engineer	27.30
25190 - Ventilation Equipment Tender	19.49
25210 - Water Treatment Plant Operator	20.84
27000 - Protective Service Occupations	
27004 - Alarm Monitor	20.57
27007 - Baggage Inspector	12.71
27008 - Corrections Officer	22.80
27010 - Court Security Officer	24.72
27030 - Detection Dog Handler	20.57
27040 - Detention Officer	22.80
27070 - Firefighter	24.63
27101 - Guard I	12.71
27102 - Guard II	20.57
27131 - Police Officer I	26.52
27132 - Police Officer II	29.67
28000 - Recreation Occupations	
28041 - Carnival Equipment Operator	13.59
28042 - Carnival Equipment Repairer	14.63

28043 - Carnival Equipment Worker	9.24
28210 - Gate Attendant/Gate Tender	13.01
28310 - Lifeguard	11.59
28350 - Park Attendant (Aide)	14.56
28510 - Recreation Aide/Health Facility Attendant	10.62
28515 - Recreation Specialist	18.04
28630 - Sports Official	11.59
28690 - Swimming Pool Operator	18.21
29000 - Stevedoring/Longshoremen Occupational Services	
29010 - Blocker And Bracer	23.13
29020 - Hatch Tender	23.13
29030 - Line Handler	23.13
29041 - Stevedore I	21.31
29042 - Stevedore II	24.24
30000 - Technical Occupations	
30010 - Air Traffic Control Specialist, Center (HFO) (see 2)	39.92
30011 - Air Traffic Control Specialist, Station (HFO) (see 2)	26.84
30012 - Air Traffic Control Specialist, Terminal (HFO) (see 2)	29.56
30021 - Archeological Technician I	20.19
30022 - Archeological Technician II	22.60
30023 - Archeological Technician III	27.98
30030 - Cartographic Technician	27.98
30040 - Civil Engineering Technician	26.41
30061 - Drafter/CAD Operator I	20.19
30062 - Drafter/CAD Operator II	22.60
30063 - Drafter/CAD Operator III	25.19
30064 - Drafter/CAD Operator IV	31.00
30081 - Engineering Technician I	22.92
30082 - Engineering Technician II	25.72
30083 - Engineering Technician III	28.79
30084 - Engineering Technician IV	35.64
30085 - Engineering Technician V	43.61
30086 - Engineering Technician VI	52.76
30090 - Environmental Technician	27.41
30210 - Laboratory Technician	23.38
30240 - Mathematical Technician	28.94
30361 - Paralegal/Legal Assistant I	21.36
30362 - Paralegal/Legal Assistant II	26.47
30363 - Paralegal/Legal Assistant III	32.36
30364 - Paralegal/Legal Assistant IV	39.16
30390 - Photo-Optics Technician	27.98
30461 - Technical Writer I	21.93
30462 - Technical Writer II	26.84
30463 - Technical Writer III	32.47
30491 - Unexploded Ordnance (UXO) Technician I	24.74
30492 - Unexploded Ordnance (UXO) Technician II	29.93
30493 - Unexploded Ordnance (UXO) Technician III	35.88
30494 - Unexploded (UXO) Safety Escort	24.74
30495 - Unexploded (UXO) Sweep Personnel	24.74
30620 - Weather Observer, Combined Upper Air Or (see 2)	25.19
Surface Programs	
30621 - Weather Observer, Senior (see 2)	27.98
31000 - Transportation/Mobile Equipment Operation Occupations	
31020 - Bus Aide	14.32
31030 - Bus Driver	20.85
31043 - Driver Courier	13.98
31260 - Parking and Lot Attendant	10.07
31290 - Shuttle Bus Driver	15.66
31310 - Taxi Driver	13.98
31361 - Truckdriver, Light	15.66
31362 - Truckdriver, Medium	17.90

31363 - Truckdriver, Heavy	19.18
31364 - Truckdriver, Tractor-Trailer	19.18
99000 - Miscellaneous Occupations	
99030 - Cashier	10.03
99050 - Desk Clerk	11.58
99095 - Embalmer	23.05
99251 - Laboratory Animal Caretaker I	11.30
99252 - Laboratory Animal Caretaker II	12.35
99310 - Mortician	31.73
99410 - Pest Controller	17.69
99510 - Photofinishing Worker	13.20
99710 - Recycling Laborer	18.50
99711 - Recycling Specialist	22.71
99730 - Refuse Collector	16.40
99810 - Sales Clerk	12.09
99820 - School Crossing Guard	13.43
99830 - Survey Party Chief	21.94
99831 - Surveying Aide	13.63
99832 - Surveying Technician	20.85
99840 - Vending Machine Attendant	14.43
99841 - Vending Machine Repairer	18.73
99842 - Vending Machine Repairer Helper	14.43

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ALL OCCUPATIONS LISTED ABOVE RECEIVE THE FOLLOWING BENEFITS:

HEALTH & WELFARE: \$3.71 per hour or \$148.40 per week or \$643.07 per month

VACATION: 2 weeks paid vacation after 1 year of service with a contractor or successor; 3 weeks after 5 years, and 4 weeks after 15 years. Length of service includes the whole span of continuous service with the present contractor or successor, wherever employed, and with the predecessor contractors in the performance of similar work at the same Federal facility. (Reg. 29 CFR 4.173)

HOLIDAYS: A minimum of ten paid holidays per year, New Year's Day, Martin Luther King Jr's Birthday, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans' Day, Thanksgiving Day, and Christmas Day. (A contractor may substitute for any of the named holidays another day off with pay in accordance with a plan communicated to the employees involved.) (See 29 CFR 4174)

THE OCCUPATIONS WHICH HAVE NUMBERED FOOTNOTES IN PARENTHESES RECEIVE THE FOLLOWING:

1) COMPUTER EMPLOYEES: Under the SCA at section 8(b), this wage determination does not apply to any employee who individually qualifies as a bona fide executive, administrative, or professional employee as defined in 29 C.F.R. Part 541. Because most Computer System Analysts and Computer Programmers who are compensated at a rate not less than \$27.63 (or on a salary or fee basis at a rate not less than \$455 per week) an hour would likely qualify as exempt computer professionals, (29 C.F.R. 541.400) wage rates may not be listed on this wage determination for all occupations within those job families. In addition, because this wage determination may not list a wage rate for some or all occupations within those job families if the survey data indicates that the prevailing wage rate for the occupation equals or exceeds \$27.63 per hour conformances may be necessary for certain nonexempt employees. For example, if an individual employee is nonexempt but nevertheless performs duties within the scope of one of the Computer Systems Analyst or Computer Programmer

occupations for which this wage determination does not specify an SCA wage rate, then the wage rate for that employee must be conformed in accordance with the conformance procedures described in the conformance note included on this wage determination.

Additionally, because job titles vary widely and change quickly in the computer industry, job titles are not determinative of the application of the computer professional exemption. Therefore, the exemption applies only to computer employees who satisfy the compensation requirements and whose primary duty consists of:

(1) The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;

(2) The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;

(3) The design, documentation, testing, creation or modification of computer programs related to machine operating systems; or

(4) A combination of the aforementioned duties, the performance of which requires the same level of skills. (29 C.F.R. 541.400).

2) AIR TRAFFIC CONTROLLERS AND WEATHER OBSERVERS - NIGHT PAY & SUNDAY PAY: If you work at night as part of a regular tour of duty, you will earn a night differential and receive an additional 10% of basic pay for any hours worked between 6pm and 6am.

If you are a full-time employed (40 hours a week) and Sunday is part of your regularly scheduled workweek, you are paid at your rate of basic pay plus a Sunday premium of 25% of your basic rate for each hour of Sunday work which is not overtime (i.e. occasional work on Sunday outside the normal tour of duty is considered overtime work).

HAZARDOUS PAY DIFFERENTIAL: An 8 percent differential is applicable to employees employed in a position that represents a high degree of hazard when working with or in close proximity to ordnance, explosives, and incendiary materials. This includes work such as screening, blending, dying, mixing, and pressing of sensitive ordnance, explosives, and pyrotechnic compositions such as lead azide, black powder and photoflash powder. All dry-house activities involving propellants or explosives.

Demilitarization, modification, renovation, demolition, and maintenance operations on sensitive ordnance, explosives and incendiary materials. All operations involving regrading and cleaning of artillery ranges.

A 4 percent differential is applicable to employees employed in a position that represents a low degree of hazard when working with, or in close proximity to ordnance, (or employees possibly adjacent to) explosives and incendiary materials which involves potential injury such as laceration of hands, face, or arms of the employee engaged in the operation, irritation of the skin, minor burns and the like; minimal damage to immediate or adjacent work area or equipment being used. All operations involving, unloading, storage, and hauling of ordnance, explosive, and incendiary ordnance material other than small arms ammunition. These differentials are only applicable to work that has been specifically designated by the agency for ordnance, explosives, and incendiary material differential pay.

**\*\* UNIFORM ALLOWANCE \*\***

If employees are required to wear uniforms in the performance of this contract (either by the terms of the Government contract, by the employer, by the state or local law, etc.), the cost of furnishing such uniforms and maintaining (by laundering or dry cleaning) such uniforms is an expense that may not be borne by an employee where such cost reduces the hourly rate below that required by the wage determination. The Department of Labor will accept payment in accordance with the following standards as compliance:

The contractor or subcontractor is required to furnish all employees with an adequate number of uniforms without cost or to reimburse employees for the actual cost of the uniforms. In addition, where uniform cleaning and maintenance is made the responsibility of the employee, all contractors and subcontractors subject to this wage determination shall (in the absence of a bona fide collective bargaining agreement providing for a different amount, or the furnishing of contrary affirmative proof as to the actual cost), reimburse all employees for such cleaning and maintenance at a rate of \$3.35 per week (or \$.67 cents per day). However, in those instances where the uniforms furnished are made of "wash and wear" materials, may be routinely washed and dried with other personal garments, and do not require any special treatment such as dry cleaning, daily washing, or commercial laundering in order to meet the cleanliness or appearance standards set by the terms of the Government contract, by the contractor, by law, or by the nature of the work, there is no requirement that employees be reimbursed for uniform maintenance costs.

The duties of employees under job titles listed are those described in the "Service Contract Act Directory of Occupations", Fifth Edition, April 2006, unless otherwise indicated. Copies of the Directory are available on the Internet. A links to the Directory may be found on the WHD home page at <http://www.dol.gov/esa/whd/> or through the Wage Determinations On-Line (WDOL) Web site at <http://wdol.gov/>.

REQUEST FOR AUTHORIZATION OF ADDITIONAL CLASSIFICATION AND WAGE RATE {Standard Form 1444 (SF 1444)}

#### Conformance Process:

The contracting officer shall require that any class of service employee which is not listed herein and which is to be employed under the contract (i.e., the work to be performed is not performed by any classification listed in the wage determination), be classified by the contractor so as to provide a reasonable relationship (i.e., appropriate level of skill comparison) between such unlisted classifications and the classifications listed in the wage determination. Such conformed classes of employees shall be paid the monetary wages and furnished the fringe benefits as are determined. Such conforming process shall be initiated by the contractor prior to the performance of contract work by such unlisted class(es) of employees. The conformed classification, wage rate, and/or fringe benefits shall be retroactive to the commencement date of the contract. {See Section 4.6 (C)(vi)} When multiple wage determinations are included in a contract, a separate SF 1444 should be prepared for each wage determination to which a class(es) is to be conformed.

The process for preparing a conformance request is as follows:

- 1) When preparing the bid, the contractor identifies the need for a conformed occupation(s) and computes a proposed rate(s).
- 2) After contract award, the contractor prepares a written report listing in order proposed classification title(s), a Federal grade equivalency (FGE) for each proposed classification(s), job description(s), and rationale for proposed wage rate(s), including information regarding the agreement or disagreement of the authorized representative of the employees involved, or where there is no authorized representative, the employees themselves. This report should be submitted to the contracting officer no later than 30 days after such unlisted class(es) of employees performs any contract work.
- 3) The contracting officer reviews the proposed action and promptly submits a report of the action, together with the agency's recommendations and pertinent information including the position of the contractor and the employees, to the Wage and Hour Division, Employment Standards Administration, U.S. Department of Labor, for review. (See section 4.6(b)(2) of Regulations 29 CFR Part 4).

- 4) Within 30 days of receipt, the Wage and Hour Division approves, modifies, or disapproves the action via transmittal to the agency contracting officer, or notifies the contracting officer that additional time will be required to process the request.
- 5) The contracting officer transmits the Wage and Hour decision to the contractor.
- 6) The contractor informs the affected employees.

Information required by the Regulations must be submitted on SF 1444 or bond paper.

When preparing a conformance request, the "Service Contract Act Directory of Occupations" (the Directory) should be used to compare job definitions to insure that duties requested are not performed by a classification already listed in the wage determination. Remember, it is not the job title, but the required tasks that determine whether a class is included in an established wage determination. Conformances may not be used to artificially split, combine, or subdivide classifications listed in the wage determination.



**Attachment J.3**  
**Office of Local Business Development**  
**Equal Employment Opportunity (EEO)**  
**Information Report and Mayor's Order**  
**85-85 - available at [www.udc.edu](http://www.udc.edu)**  
**under Administration tab,**  
**select Capital Procurement and**  
**click on "For Official Capital**  
**Procurement Related Forms"**

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**Attachment J.4**  
**Department of Employment Services**  
**First Source Employment Agreement -**  
**available at [www.udc.edu](http://www.udc.edu) under**  
**Administration tab,**  
**select Capital Procurement and**  
**click on “For Official Capital**  
**Procurement Related Forms”**

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**Attachment J.5**  
**Way to Work Amendment Act of 2006 -**  
**Living Wage Notice &**  
**Living Wage Fact Sheet**

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## **“THE LIVING WAGE ACT OF 2006”**

Title I, D.C. Law No. 16-118, (D.C. Official Code §§ 2-220.01-.11)

**Effective June 9, 2006, recipients of new contracts or government assistance shall pay affiliated employees and subcontractors who perform services under the contracts no less than the current living wage. Effective January 1, 2010, the living wage rate is \$12.50.**

### **The requirement to pay a living wage applies to:**

- All recipients of contracts in the amount of \$100,000 or more; and, all subcontractors of these recipients receiving \$15,000 or more from the funds received by the recipient from the District of Columbia, and,
- All recipients of government assistance in the amount of \$100,000 or more; and, all subcontractors of these recipients of government assistance receiving \$50,000 or more in funds from government assistance received from the District of Columbia.

**“Contract” means a written agreement between a recipient and the District government.**

**“Government assistance” means a grant, loan or tax increment financing that result in a financial benefit from an agency, commission, instrumentality, or other entity of the District government.**

**“Affiliated employee” means any individual employed by a recipient who received compensation directly from government assistance or a contract with the District of Columbia government, including any employee of a contractor or subcontractor of a recipient who performs services pursuant to government assistance or contract. The term “affiliated employee” does not include those individuals who perform only intermittent or incidental services with respect to the contract or government assistance or who are otherwise employed by the contractor, recipient or subcontractor.**

Certain exceptions may apply where contracts or agreements are subject to wage determinations required by federal law which are higher than the wage required by this Act; contracts for electricity, telephone, water, sewer other services delivered by regulated utility; contracts for services needed immediately to prevent or respond to a disaster or eminent threat to the public health or safety declared by the Mayor; contracts awarded to recipients that provide trainees with additional services provided the trainee does not replace employees; tenants or retail establishments that occupy property constructed or improved by government assistance, provided there is no receipt of direct District government assistance; Medicaid provider agreements for direct care services to Medicaid recipients, provided that the direct care service is not provided through a home care agency, a community residential facility or a group home for mentally retarded persons; and contracts or other agreements between managed care organizations and the Health Care Safety Net Administration or the Medicaid Assistance Administration to provide health services.

Exemptions are provided for employees under 22 years of age employed during a school vacation period, or enrolled as a full-time student who works less than 25 hours per week, provided that other employees are not replaced, and for employees of nonprofit organizations that employ not more than 50 individuals.

**Each recipient and subcontractor of a recipient shall provide this notice to each affiliate employee covered by this notice, and shall also post this notice concerning these requirements in a conspicuous site in the place of business.**

**All recipients and subcontractors shall retain payroll records created and maintained in the regular course of business under District of Columbia law for a period of at least 3 years.**

This is a summary of the “Living Wage Act of 2006”. For the complete text go to:

[www.does.dc.gov](http://www.does.dc.gov) or [www.ocp.dc.gov](http://www.ocp.dc.gov)

To file a complaint contact: Department of Employment Services  
Office of Wage-Hour

64 New York Avenue, N.E., Room 3105, Washington, D.C. 20002  
(202) 671-1880



## LIVING WAGE ACT FACT SHEET

The “Living Wage Act of 2006,” Title I of D.C. Law 16-18, (D.C. Official Code §§2-220.01-.11) became effective June 9, 2006. It provides that District of Columbia government contractors and recipients of government assistance (grants, loans, tax increment financing) in the amount of \$100,000 or more shall pay affiliated employees wages no less than the current living wage rate.

**Effective January 1, 2010, the living wage rate is \$12.50 per hour.**

Subcontractors of D.C. government contractors who receive \$15,000 or more from the contract and subcontractors of the recipients of government assistance who receive \$50,000 or more from the assistance are also required to pay their affiliated employees no less than the current living wage rate.

“Affiliated employee” means any individual employed by a recipient who receives compensation directly from government assistance or a contract with the District of Columbia government, including any employee of a contractor or subcontractor of a recipient who performs services pursuant to government assistance or a contract. The term “affiliated employee” does not include those individuals who perform only intermittent or incidental services with respect to the government assistance or contract, or who are otherwise employed by the contractor, recipient or subcontractor.

**Exemptions** – The following contracts and agreements are exempt from the Living Wage Act:

1. Contracts or other agreements that are subject to higher wage level determinations required by federal law (i.e., if a contract is subject to the Service Contract Act and certain wage rates are lower than the District’s current living wage, the contractor must pay the higher of the two rates);
2. Existing and future collective bargaining agreements, provided that the future collective bargaining agreement results in the employee being paid no less than the current living wage;
3. Contracts for electricity, telephone, water, sewer or other services provided by a regulated utility;
4. Contracts for services needed immediately to prevent or respond to a disaster or eminent threat to public health or safety declared by the Mayor;
5. Contracts or other agreements that provide trainees with additional services including, but not limited to, case management and job readiness services, provided that the trainees do not replace employees subject to the Living Wage Act;

6. An employee, under 22 years of age, employed during a school vacation period, or enrolled as full-time student, as defined by the respective institution, who is in high school or at an accredited institution of higher education and who works less than 25 hours per week; provided that he or she does not replace employees subject to the Living Wage Act;
7. Tenants or retail establishments that occupy property constructed or improved by receipt of government assistance from the District of Columbia; provided, that the tenant or retail establishment did not receive direct government assistance from the District of Columbia;
8. Employees of nonprofit organizations that employ not more than 50 individuals and qualify for taxation exemption pursuant to Section 501 (c) (3) of the Internal Revenue Code of 1954, approved August 16, 1954 (68A Stat. 163; 26. U.S.C. §501(c)(3));
9. Medicaid provider agreements for direct care services to Medicaid recipients, provided, that the direct care service is not provided through a home care agency, a community residence facility, or a group home for mentally retarded persons as those terms are defined in section 2 of the Health-Care and Community Residence Facility, Hospice, and Home Care Licensure Act of 1983, effective February 24, 1984 (D.C. Law 5-48; D.C. Official Code §44-501); and
10. Contracts or other agreements between managed care organizations and the Health Care Safety Net Administration or the Medicaid Assistance Administration to provide health services.

## Enforcement

The Department of Employment Services (DOES) and the D.C. Office of Contracting and Procurement (OCP) share monitoring responsibilities.

If you learn that a contractor subject to this law is not paying at least the current living wage you should report it to the Contracting Officer.

If you believe that your employer is subject to this law and is not paying you at least the current living wage, you may file a complaint with the DOES Office of Wage – Hour, located at 64 New York Ave., NE, Room 3105, (202) 671-1880.

For questions and additional information, contact the Office of Contracting and Procurement at (202) 727-0252 or the Department of Employment Services on (202) 671-1880.

**Please note:** *This fact sheet is for informational purposes only as required by Section 106 of the Living Wage Act. It should not be relied on as a definitive statement of the Living Wage Act or any regulations adopted pursuant to the law.*

**Attachment J.6**  
**Tax Certification Affidavit -**  
**available at [www.udc.edu](http://www.udc.edu) under**  
**Administration tab,**  
**select Capital Procurement and**  
**click on “For Official Capital**  
**Procurement Related Forms”**

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**Attachment J.7**  
**UDC Background Information**

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**ATTACHMENT J.7**  
**UNIVERSITY OF THE DISTRICT OF COLUMBIA BACKGROUND INFORMATION**

**J.7.1 Background And History**

Chartered in 1974, the University of the District of Columbia (UDC) is the only fully-accredited public Institution of higher education in the nation's capital. As an urban land-grant university, it supports a broad mission of education, research and community service and offers bachelors and masters degrees in the College of Arts and Science; School of Business and Public Administration; School of Engineering and Applied Sciences; and College of Agriculture, Urban Sustainability and Environmental Studies. Also included in the university system is the David A. Clarke School of Law.

In August 2009, UDC inaugurated a new, stand-alone Community College which offers more than 20 associate degree and certificate programs as well as over 25 Workforce Development programs to prepare students for successful careers and academic advancement.

As the District's alma mater, UDC attracts students of every age from the Washington, DC region, the nation and the world-providing innovative, results-driven programs that enrich our city with educated, qualified students, ready to work and contribute to its overall prosperity and quality of life.

**J.7.2 UDC Mission, Vision, And Goals**

**Mission**

The University of the District of Columbia is an urban land-grant institution of higher education. Through its community college, flagship and graduate schools, it offers affordable post-secondary education to District of Columbia residents at the certificate, baccalaureate and graduate levels. These programs will prepare students for immediate entry into the workforce, the next level of education, specialized employment opportunities and life-long learning.

**Vision**

The University of the District of Columbia will be a diverse, selective, teaching, research and service university in the land-grant tradition, serving the people of Washington, DC, the nation and the world.

**Goals**

- Create and nurture a premier community college
- Open admissions policy
- Major vehicle for workforce development
- Gateway to a four-year college education

- Become an outstanding institution for undergraduate education with a global focus
- Offer exceptional, research-driven graduate and professional programs of importance to the District and the nation
- Provide an important economic engine for the District of Columbia and region

### **J.7.3 Enrollment**

UDC's FTE Enrollment for the past six years is as follows:

<b>YEAR</b>	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Fall 2007</b>	<b>Fall 2008</b>	<b>Fall 2009</b>	<b>Fall 2010</b>
<b>FTE</b>	3,296	3,665	3,620	3,358	3,610	3,976

The FTE figures by division for the past six years is as follows:

<b>YEAR</b>	<b>Undergraduate</b>	<b>Graduate</b>	<b>Law School</b>	<b>Community College</b>	<b>TOTAL FTE</b>
<b>Fall 2005</b>	3,182	114	-	-	3,296
<b>Fall 2006</b>	3,535	130	-	-	3,665
<b>Fall 2007</b>	3,469	151	-	-	3,620
<b>Fall 2008</b>	2,958	144	256	-	3,358
<b>Fall 2009</b>	2,059	122	300	1,129	3,610
<b>Fall 2010</b>	1,831	149	313	1,683	3,976

### **J.7.4 Faculty and Staff Demographics**

UDC operates on a semester system with Fall, Spring, and two Summer terms.

Full-time Faculty            231

Full-time Staff            \_\_\_\_\_

### **J.7.5 Academic Calendar**

UDC operates on a semester system with Fall, Spring, and two Summer terms.

The University's academic calendar can be found at [www.udc.edu/registrar/academic\\_calendar.htm](http://www.udc.edu/registrar/academic_calendar.htm)

### **J.7.6 Athletics And Student Life**

#### **Athletics**

UDC Sponsors 10 intercollegiate athletic programs and competes in the NCAA Division II East Coast Conference.

## **Student Life**

The Office of Student Life and Services offers an exciting array of programs and co-curricular activities that complement the academic coursework of the University. Program examples that are now traditions include Homecoming, Pride Week, Freshmen Week and the Miss UDC Pageant and are designed to enhance experiences for students outside of the classroom.

### **J.7.7 Campus Map**

A map of campus can be found at [http://www.udc.edu/campus\\_map.htm](http://www.udc.edu/campus_map.htm)

**Attachment J.8**  
**Dining Services Background**  
**Information**

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<b>ATTACHMENT J.8</b>
<b>UDC CURRENT DINING SERVICES BACKGROUND INFORMATION</b>

**J.8.1 Current Dining Services Operation**

The University of the District of Columbia (UDC) Dining Services, under the direction of the Vice President Facilities & Real Estate, is currently contracted (i.e., operated and managed by a food service contract management firm).

The current UDC Dining Services consists of the following operation:

- The Firebird Inn located in Building 38 at 4200 Connecticut Avenue NW
- Catering Services

**J.8.2 Annual Sales for last two years and year-to-date by Service:**

Unit Information	Firebird Inn FY2009	Firebird Inn FY2010	Firebird Inn YTD 2011
<i>Revenues:</i>	Not available	August- September	October-June
Cash		\$18,000	\$153,000
Catering Sales			110,000
Concessions, if applicable			
Other			
<b>Total Revenues</b>		<b>\$18,000</b>	<b>\$263,000</b>

Sales information prior to August 2010 is not available.

**J.8.3 Firebird Inn Operating Data**

- Seats - 218
- Operating Days
  - FY 2011 – 170
- Hours of Operation
  - Fall Semester: 7:30 AM – 7:00 PM and 7:30 AM – 5:00 PM
  - Spring Semester: 7:30 AM - 5:00 PM
  - Summer Session: 8:00 AM - 2:00 PM
  - Academic Breaks: Closed
- Menu Pricing
  - Average Snack: \$1.25
  - Average Sandwich: \$5.00
  - Average Side Item: \$2.50
  - Average Entrée: \$7.50

**J.8.4 Firebird Inn Menu Offerings**

<b>Breakfast</b>	<b>Lunch</b>	<b>Lite Fare</b>	<b>To Go</b>
Eggs	Deli Sandwiches	Deli Sandwiches	Parfaits
Omelets	Wraps	Wraps	Yogurt
Bacon	Tuna Salad Sandwich	Tuna Salad Sandwich	Tuna Salad Sandwich
Sausage	Chicken Salad Sandwich	Chicken Salad Sandwich	Chicken Salad Sandwich
Scrapple	Cold Pasta Salads	Cold Pasta Salads	Cold Pasta Salads
Fried Apples	Hamburgers	Hamburgers	Pastries
Potatoes Hash	Hotdogs		Coffee
French Toast	Chicken Tenders		Soda
Pancakes	Fries		Packaged Beverages
Breakfast Sandwiches	Hot Italian		Cookies
Cereal	Hot Spanish		Cheesecake
Breakfast Bars	Hot Mexican		Chips
	Salad Bar		Breakfast Bar
	Soul Food		
	Flavored Chicken Wings		
	Rice		
	Cous Cous		
	Breakfast Offerings		

In addition, the Firebird Inn offers an entrée and sides du jour as well as two soups.

**J.8.5 Firebird Inn Daily Customer Counts for a Typical Week (no holidays or major event)**

<b>TYPICAL FALL SEMESTER</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>TOTAL</b>
<b>Breakfast</b>	50	52	60	59	43	264
<b>Lunch</b>	49	78	82	67	49	325
<b>Dinner</b>	30	20	26	21	-	97
<b>TOTAL/DAY</b>	129	150	168	147	92	686

<b>TYPICAL SPRING SEMESTER</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>TOTAL</b>
<b>Breakfast</b>	29	32	66	68	46	241
<b>Lunch</b>	53	73	98	87	69	380
<b>Dinner</b>	-	-	-	-	-	0
<b>TOTAL/DAY</b>	82	105	164	155	115	621

### J.8.6 Employee Information

Dining Venue	Total # of Employees	Full Time	Part Time	Students
Firebird Inn	7	2	5	0
Catering	3	1	2	0
(Note: Firebird Inn employees serviced catering events also.)				
<b>Total # of Employees</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>0</b>

Job Position
Administrative Assistant
Cashier
Cook
Dishwasher
Food Service Lead
Catering Staff

### J.8.7 Catering and Summer Conferences

- A. Annual Sales (October 2010 to June 2011) In-house Food Service Operator - \$110,000
- B. Annual Sales (October 2010 to June 2011) Out-side Caterer - \$165,000
- C. Summer camps or programs utilized food services during Summer 2011 by requesting hot or packaged lunches.
- D. Summer conference rates were based on head count and complexity of food selection. Rates ranged from \$8 - \$15/ person.
- E. Student Orientation – typically doesn't require food services during its sessions. However, the goal is to further collaborate with Student Affairs to support future student events.

**Attachment J.9**  
**Financial Bid Form**

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**ATTACHMENT J.9  
FINANCIAL PROPOSAL WORKSHEET**

\_\_\_\_\_ offers the following financial terms to University of The District of Columbia for the base services identified in this RFP:

1. Commissions Payable to UDC

Annual Commissions on Sales (%) (Delineate forms of tender, upon which commission sales will be paid.)

Retail Sales:		_____ %
Catering Sales:		_____ %
Summer Camp/Conference Dining Sales:		_____ %
Vending Sales:		_____ %
Concession Sales:		_____ %

2. Capital Investment Contribution and proposed amortization; (Final amortization rate may be negotiated with the University.)

	<u>\$ Amount</u>	<u>Intended Use</u>	<u>Proposed Amortization Rate</u>
Base Year	\$ _____	_____	_____
Option Year 1	\$ _____	_____	_____
Option Year 2	\$ _____	_____	_____
Option Year 3	\$ _____	_____	_____
Option Year 4	\$ _____	_____	_____



**Attachment J.10**  
**Facility Floor Plans**

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**Floor Plan for  
Servery - Level 1, Student Center**

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UNIVERSITY OF  
DISTRICT OF  
COLUMBIA  
1871

NEW STUDENT CENTER

CANNON DESIGN

1115 MASSACHUSETTS AVENUE, N.W.  
WASHINGTON, D.C. 20004  
TEL: 202.337.2000  
WWW.CANNONDESIGN.COM

Architect of Record: Cannon Design  
1115 Massachusetts Avenue, N.W.  
Washington, D.C. 20004  
Tel: 202.337.2000

Marshall | Moya Design

3000 Connecticut Avenue, N.W.  
Washington, D.C. 20008  
Tel: 202.337.2000  
WWW.MAYOARCHITECTS.COM

LEAD ARCHITECTS  
1115 MASSACHUSETTS AVENUE, N.W.  
WASHINGTON, D.C. 20004  
TEL: 202.337.2000  
WWW.LEADARCHITECTS.COM

REPRESENTATIVE ARCHITECTS, CONSULTANTS  
AND ENGINEERS  
1115 MASSACHUSETTS AVENUE, N.W.  
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NOT FOR CONSTRUCTION

1. FORMING WALLS 04-010

2. FORMING WALLS 04-010

3. FORMING WALLS 04-010

4. FORMING WALLS 04-010

5. FORMING WALLS 04-010

6. FORMING WALLS 04-010

7. FORMING WALLS 04-010

8. FORMING WALLS 04-010

9. FORMING WALLS 04-010

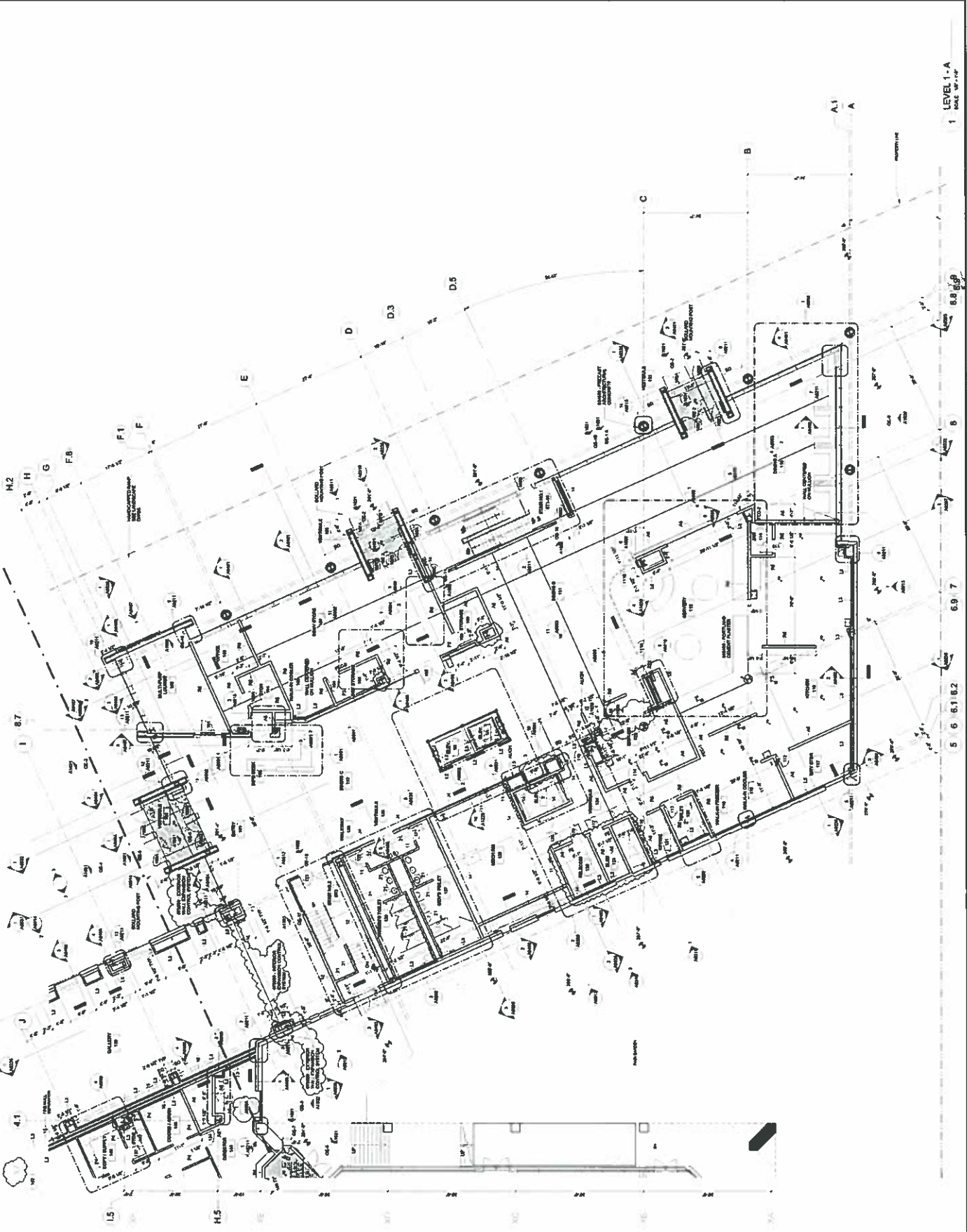
10. FORMING WALLS 04-010

11. FORMING WALLS 04-010

12. FORMING WALLS 04-010

13. FORMING WALLS 04-010

14. FORMING WALLS 04-010



LEVEL 1 - A  
SCALE: 1/8" = 1'-0"

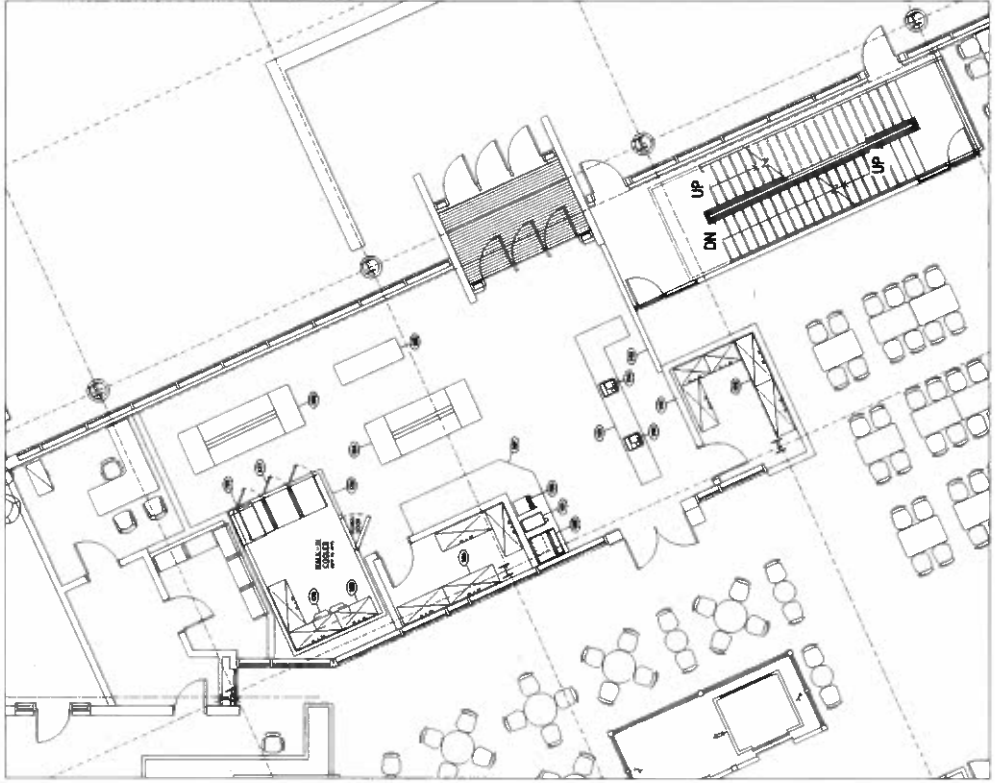
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**Floor Plan for  
Grab and Go – Level 1, Student  
Center**

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**NOT FOR CONSTRUCTION**

ITEM	QTY	DESCRIPTION
174	1	WALL-MOUNTED COOLER
175	3	WALL-MOUNTED COOLER
176	1	WALL-MOUNTED COOLER
177	1	WALL-MOUNTED COOLER
178	1	WALL-MOUNTED COOLER
179	1	WALL-MOUNTED COOLER
180	1	WALL-MOUNTED COOLER
181	1	WALL-MOUNTED COOLER
182	1	WALL-MOUNTED COOLER
183	1	WALL-MOUNTED COOLER
184	1	WALL-MOUNTED COOLER
185	1	WALL-MOUNTED COOLER
186	1	WALL-MOUNTED COOLER
187	1	WALL-MOUNTED COOLER
188	1	WALL-MOUNTED COOLER
189	1	WALL-MOUNTED COOLER
190	1	WALL-MOUNTED COOLER
191	1	WALL-MOUNTED COOLER
192	1	WALL-MOUNTED COOLER
193	1	WALL-MOUNTED COOLER
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① LEVEL 01 GRAB & GO EQUIPMENT PLAN

**Floor Plan for  
Ballroom – Level 3, Student Center**

---



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1851

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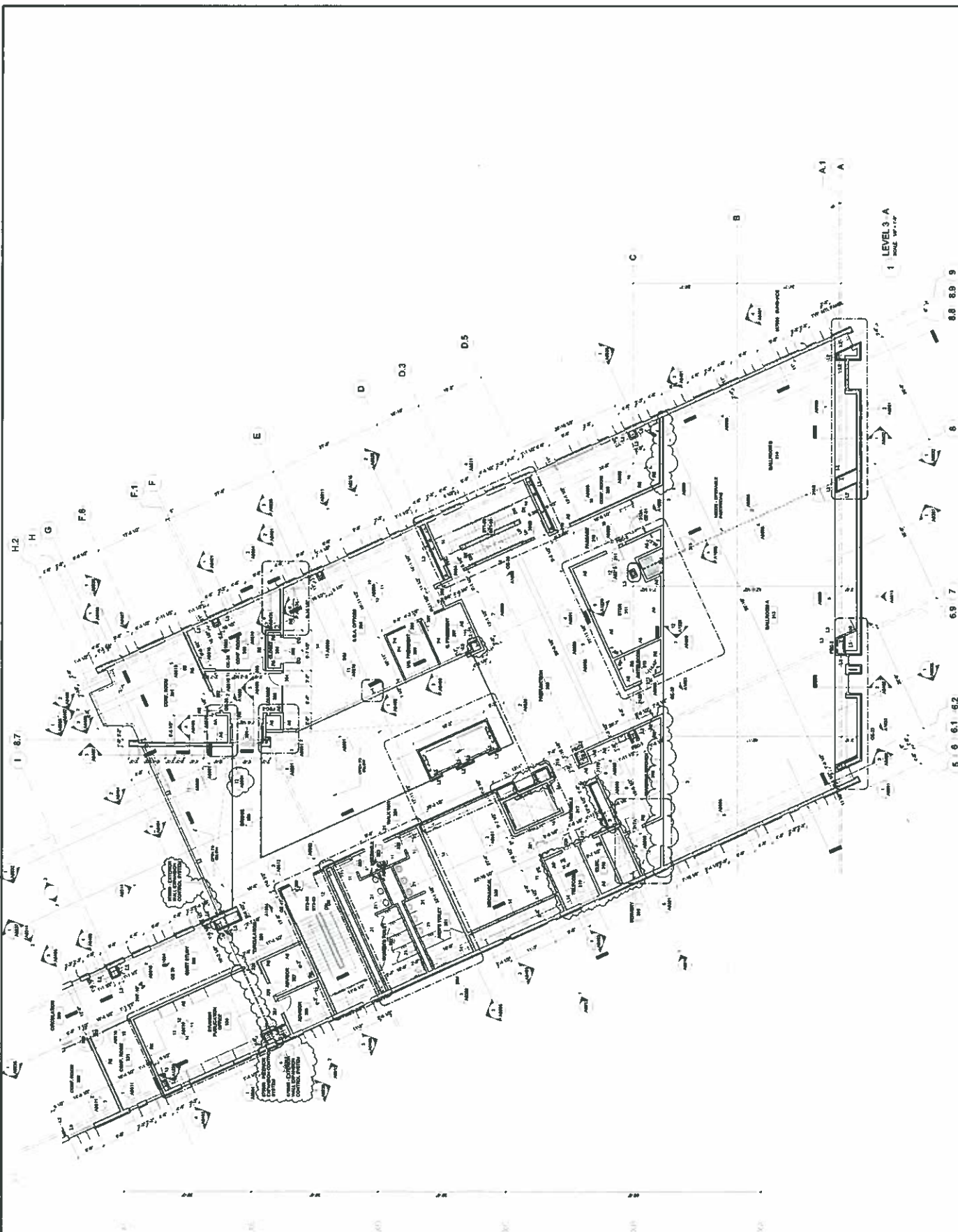
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LEVEL 3 FLOOR PLAN - AREA A

A0103.A



CONSTRUCTION DOCUMENTS FOR PHASE IV REVIEW / ISSUED 04 - 27 - 2012



**Floor Plan for  
Café - Level 2, Building 38**

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LEVEL 2 FLOOR PLAN -  
AREA B

PROJECT NO. 2008-03  
DATE: 04/27/2012

CONTRACT NO. 2008-03

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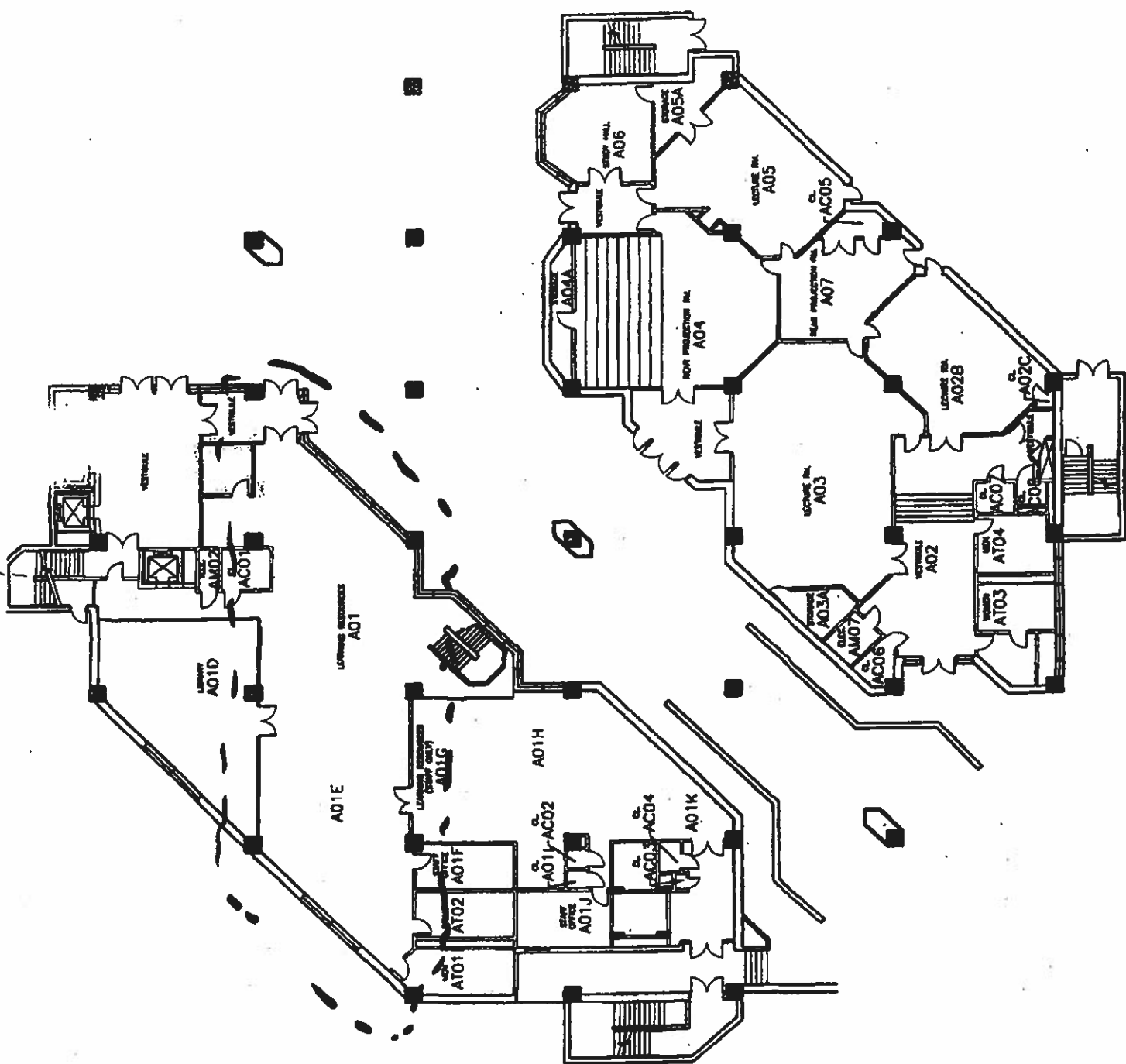
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PROJECT NO. 2008-03

DATE: 04/27/2012

**Floor Plan for  
Café - Level 1, Building 41**

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**Floor Plans for  
Kiosks - Level 4, Building 52**

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**FLOOR PLAN LEGEND**

	CONCRETE BOUNDARY WALLS
	BRICK
	CONCRETE BLOCK
	CAST-IN-PLACE CONCRETE
	CAST-IN-PLACE CONCRETE WITH REBAR
	CAST-IN-PLACE CONCRETE WITH REBAR AND POST-TENSIONING
	AREA EXCLUDED FROM SCOPE OF WORK
	FLOOR COVERING NOTES
	WALL TYPE NOTES
	COLUMN TYPE NOTES - SEE SHEET A100 FOR DETAILS

- FLOOR PLAN KEYNOTES**
1. ALL DIMENSIONS ARE TO FACE UNLESS OTHERWISE NOTED.
  2. ALL WALLS ARE TO BE CONCRETE BLOCK UNLESS OTHERWISE NOTED.
  3. ALL FLOORS ARE TO BE CONCRETE ON GRADE UNLESS OTHERWISE NOTED.
  4. ALL ROOFS ARE TO BE AS SHOWN UNLESS OTHERWISE NOTED.
  5. ALL CEILING ARE TO BE AS SHOWN UNLESS OTHERWISE NOTED.
  6. ALL MECHANICAL AND ELECTRICAL SYSTEMS ARE TO BE INSTALLED AS SHOWN UNLESS OTHERWISE NOTED.
  7. ALL FINISHES ARE TO BE AS SHOWN UNLESS OTHERWISE NOTED.
  8. ALL MATERIALS ARE TO BE AS SHOWN UNLESS OTHERWISE NOTED.
  9. ALL WORK IS TO BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
  10. ALL WORK IS TO BE IN ACCORDANCE WITH THE ARCHITECT'S INTENT.
  11. ALL WORK IS TO BE IN ACCORDANCE WITH THE ARCHITECT'S SPECIFICATIONS.
  12. ALL WORK IS TO BE IN ACCORDANCE WITH THE ARCHITECT'S DRAWINGS.
  13. ALL WORK IS TO BE IN ACCORDANCE WITH THE ARCHITECT'S CONTRACT.
  14. ALL WORK IS TO BE IN ACCORDANCE WITH THE ARCHITECT'S AGREEMENT.
  15. ALL WORK IS TO BE IN ACCORDANCE WITH THE ARCHITECT'S ORDER.
  16. ALL WORK IS TO BE IN ACCORDANCE WITH THE ARCHITECT'S CHANGE ORDER.
  17. ALL WORK IS TO BE IN ACCORDANCE WITH THE ARCHITECT'S ADDENDUM.
  18. ALL WORK IS TO BE IN ACCORDANCE WITH THE ARCHITECT'S SUPPLEMENT.

**GENERAL NOTES**

1. CONTRACTOR SHALL VERIFY ALL DIMENSIONS AND LOCATIONS OF EXISTING CONDITIONS PRIOR TO THE START OF WORK.
2. ALL CONDITIONS IN THE SET ARE TO BE MAINTAINED UNLESS OTHERWISE NOTED.

NO.	DATE	DESCRIPTION

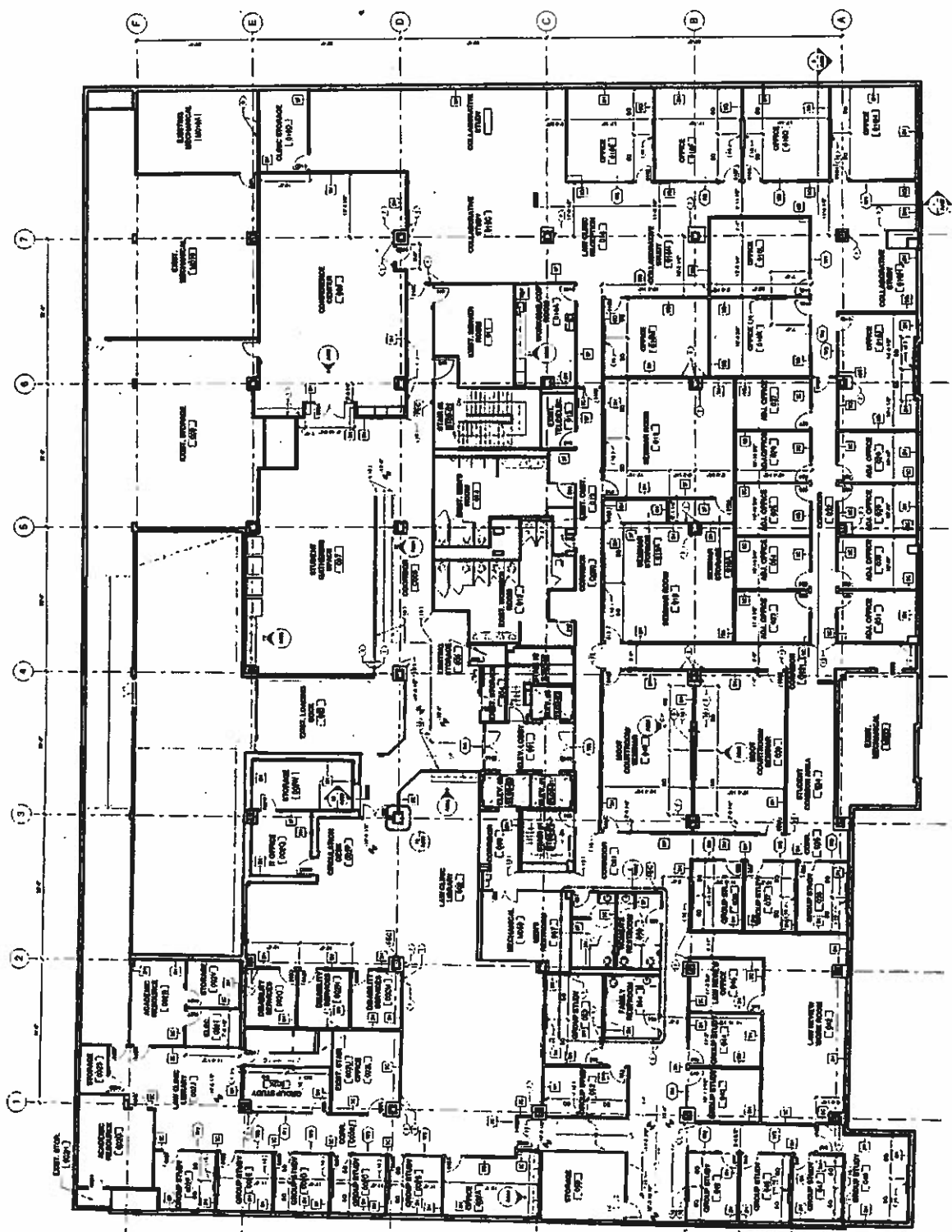
**DAVID A. CLARKE SCHOOL OF LAW**  
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LOWER LEVEL FLOOR PLAN  
1000-111

LOWER LEVEL FLOOR PLAN A100  
CONSTRUCTION DOCUMENTS 1000-111



1 LOWER LEVEL FLOOR PLAN  
1000-111

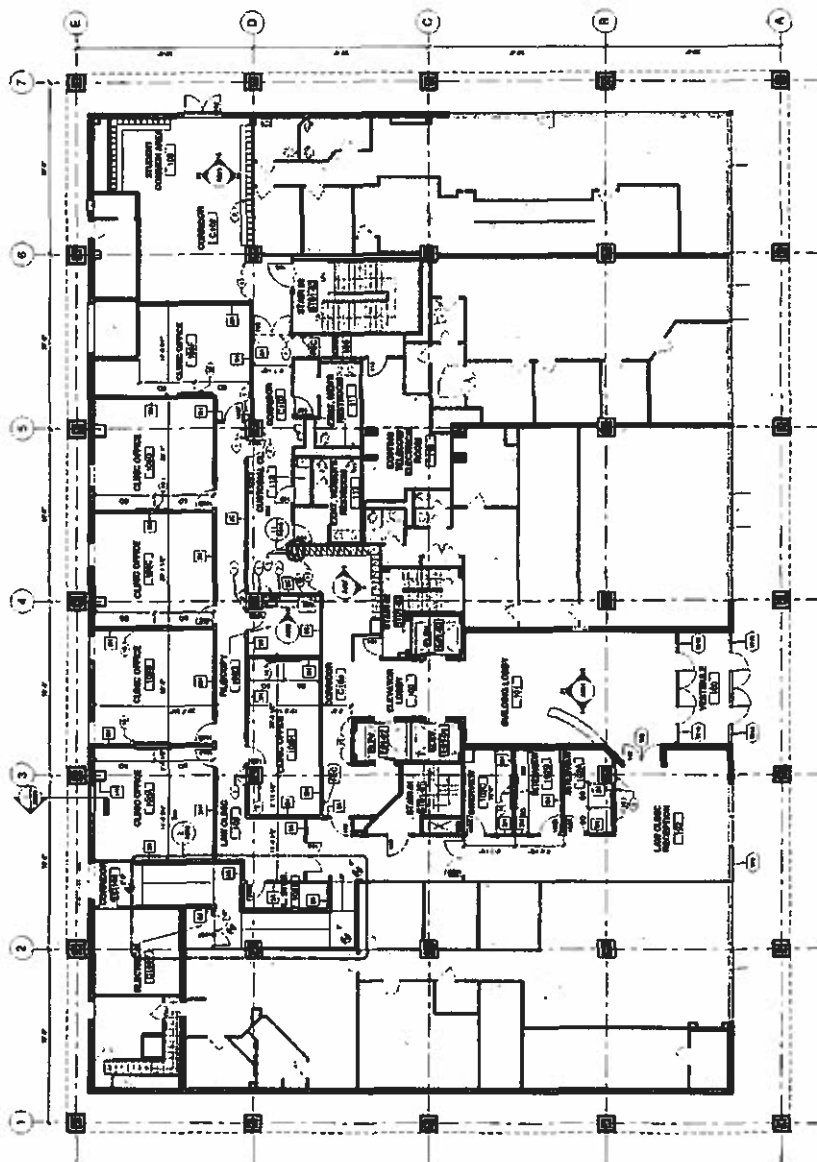
**FLOOR PLAN LEGEND**

- CONCRETE (SHADING) WALLS
- BRICK
- WOODWORKING STUD
- CONCRETE IN GIRDERS (Hollow Core Slab)
- CONCRETE IN GIRDERS (Solid Slab)
- CAST IN PLACE CONCRETE
- AREA FILLER (SHADING) OF WORK
- PLAN CORNER RENEWAL
- WALL TYPE (BY NOTE)
- GLASS CURTAIN WALLS (SEE SHEET FOR SPECIFICATIONS)

**FLOOR PLAN NOTES**

1. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
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9. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
10. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
11. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
12. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
13. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
14. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
15. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
16. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
17. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
18. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
19. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.
20. ALL WORK SHALL BE IN ACCORDANCE WITH THE LATEST EDITIONS OF THE BUILDING CODES AND SPECIFICATIONS.

<p><b>DAVID A. CLARKE SCHOOL OF LAW</b> UNIVERSITY OF COLUMBIA</p>	
<p><b>MOODY-NOLAN</b> RESIDUING ARCHITECTURE</p>	
<p>1000 Broadway Ave. New York, NY 10018 Tel: 212-850-1234 Fax: 212-850-5678</p>	<p>UNIVERSITY OF COLUMBIA DISTRICT OF COLUMBIA</p>
<p>Architect: <b>MOODY-NOLAN</b></p>	<p>Client: <b>UNIVERSITY OF COLUMBIA</b></p>
<p>Date: <b>11/22/21</b></p>	<p>Sheet: <b>A101</b></p>
<p>Project: <b>DAVID A. CLARKE SCHOOL OF LAW</b></p>	<p>Phase: <b>CONSTRUCTION DOCUMENTS</b></p>



**1** FIRST FLOOR PLAN  
11/22/21







**Attachment J.11**  
**Key Personnel Performance**  
**Questionnaire**

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**Attachment J.11**  
**Key Personnel Performance Questionnaire**  
**Dining Services**

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To: \_\_\_\_\_  
*(Name of person completing survey)*

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Subject: Performance Evaluation for \_\_\_\_\_  
*(Name of Company)*

\_\_\_\_\_ *(Name of Individual)*

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The University of The District of Columbia (UDC) is implementing a process that collects past performance information on Contractors and their proposed key personnel. The information will be used to assist in selecting a firm to provide food services to UDC's campus. The firm/individual listed above has listed you as a client for which they have previously performed work. We would appreciate your taking the time to complete this survey. Rate each of the criteria on a scale of 1 to 5, with 5 representing that you were very satisfied (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

Client Name: \_\_\_\_\_

Dates of Service: **From:** \_\_\_\_\_ **To:** \_\_\_\_\_

NO.	CRITERIA	UNIT	Rating
1	Ability to manage food services costs and to be price competitive	(1 - 5)	
2	Ability to financially perform in the best interest of the client	(1 - 5)	
3	Ability to deliver quality food (taste, healthiness, selection, etc.)	(1 - 5)	
4	Ability to meet a variety of food needs (to go, ethnic diets, etc.)	(1 - 5)	
5	Ability to meet catering needs of the campus (if applicable)	(1 - 5)	
6	Overall quality of food and the dining experience	(1 - 5)	
7	Treatment of staff (wages, benefits, training, retention, etc.)	(1 - 5)	
8	Quality of district/regional support	(1 - 5)	
9	Ability of onsite management team	(1 - 5)	
10	Overall quality of staff (both food services and administrative)	(1 - 5)	
11	Ability to effectively market food programs	(1 - 5)	
12	Ability to maintenance client provided equipment (usage, service, etc.)	(1 - 5)	
13	Ability to integrate and interface with any existing systems/requirments	(1 - 5)	
14	Ability to use and integrate new technology	(1 - 5)	
15	Ability to meet user/campus growth	(1 - 5)	
16	Ability to protect the environment and provide a sustainable program	(1 - 5)	
17	Communication and documentation of any risks and problems	(1 - 5)	
18	Ability to follow the users rules, regulations, and requirements	(1 - 5)	
19	Overall customer satisfaction and would hire the firm again based on performance	(1 - 5)	

**Attachment J.12  
Staffing Workbook  
(3 spreadsheets) - also available as a  
Live Attachment/Functioning Excel  
Sheets at [www.udc.edu](http://www.udc.edu) under  
Administration tab,  
select Capital Procurement and  
click on “Business Opportunities”**

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**ATTACHMENT J.12.1**

**FIREBIRD INN**

**TYPICAL IN-SERVICE FULL WEEK**

	Position/Title	Estimated Pay Rate	Daily Hours							Weekly Hours	Annual Weeks	Est. Annual Wages	Benefit Rate %	Benefit Dollars	Est. Labor Cost
			M	T	W	Th	F	S	S						
	Cook (example)	\$15.00	8.0	8.0	8.0	8.0	8.0	8.0	8.0	40.00	52.00	\$31,200.00	30.0%	\$9,360.00	\$40,560.00
1									0.00			\$0.00		\$0.00	\$0.00
2									0.00			\$0.00		\$0.00	\$0.00
3									0.00			\$0.00		\$0.00	\$0.00
4									0.00			\$0.00		\$0.00	\$0.00
5									0.00			\$0.00		\$0.00	\$0.00
6									0.00			\$0.00		\$0.00	\$0.00
7									0.00			\$0.00		\$0.00	\$0.00
8									0.00			\$0.00		\$0.00	\$0.00
9									0.00			\$0.00		\$0.00	\$0.00
10									0.00			\$0.00		\$0.00	\$0.00
11									0.00			\$0.00		\$0.00	\$0.00
12									0.00			\$0.00		\$0.00	\$0.00
13									0.00			\$0.00		\$0.00	\$0.00
14									0.00			\$0.00		\$0.00	\$0.00
15									0.00			\$0.00		\$0.00	\$0.00
16									0.00			\$0.00		\$0.00	\$0.00
17									0.00			\$0.00		\$0.00	\$0.00
18									0.00			\$0.00		\$0.00	\$0.00
19									0.00			\$0.00		\$0.00	\$0.00
20									0.00			\$0.00		\$0.00	\$0.00
21									0.00			\$0.00		\$0.00	\$0.00
22									0.00			\$0.00		\$0.00	\$0.00
23									0.00			\$0.00		\$0.00	\$0.00
24									0.00			\$0.00		\$0.00	\$0.00
25									0.00			\$0.00		\$0.00	\$0.00
Facility Totals:			0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		\$0.00		\$0.00	\$0.00

- Note:**
- 1) Offeror is required to complete and provide three (3) worksheets (Firebird Inn, Catering & Admin) included in this attachment.
  - 2) Offeror is responsible for verifying that all formulas are correct.
  - 3) Offeror shall include Unit Management Personnel.
  - 4) Offeror shall add lines as needed.

**ATTACHMENT J.12.2  
CATERING  
TYPICAL IN-SERVICE FULL WEEK**

	Position/Title	Estimated Pay Rate	Daily Hours							Weekly Hours	Annual Weeks	Est. Annual Wages	Benefit Rate %	Benefit Dollars	Est. Labor Cost
			M	T	W	Th	F	S	S						
	Catering Associate (example)	\$8.00	8.0	8.0	8.0	8.0	8.0	8.0	40.00	52.00	\$16,640.00	30.0%	\$4,992.00	\$21,632.00	
1									0.00		\$0.00		\$0.00	\$0.00	
2									0.00		\$0.00		\$0.00	\$0.00	
3									0.00		\$0.00		\$0.00	\$0.00	
4									0.00		\$0.00		\$0.00	\$0.00	
5									0.00		\$0.00		\$0.00	\$0.00	
6									0.00		\$0.00		\$0.00	\$0.00	
7									0.00		\$0.00		\$0.00	\$0.00	
8									0.00		\$0.00		\$0.00	\$0.00	
9									0.00		\$0.00		\$0.00	\$0.00	
10									0.00		\$0.00		\$0.00	\$0.00	
11									0.00		\$0.00		\$0.00	\$0.00	
12									0.00		\$0.00		\$0.00	\$0.00	
13									0.00		\$0.00		\$0.00	\$0.00	
14									0.00		\$0.00		\$0.00	\$0.00	
15									0.00		\$0.00		\$0.00	\$0.00	
16									0.00		\$0.00		\$0.00	\$0.00	
17									0.00		\$0.00		\$0.00	\$0.00	
18									0.00		\$0.00		\$0.00	\$0.00	
19									0.00		\$0.00		\$0.00	\$0.00	
20									0.00		\$0.00		\$0.00	\$0.00	
21									0.00		\$0.00		\$0.00	\$0.00	
22									0.00		\$0.00		\$0.00	\$0.00	
23									0.00		\$0.00		\$0.00	\$0.00	
24									0.00		\$0.00		\$0.00	\$0.00	
25									0.00		\$0.00		\$0.00	\$0.00	
<b>Facility Totals:</b>			0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	\$0.00		\$0.00	\$0.00	

- Note:**
- 1) Offeror is responsible for verifying that all formulas are correct.
  - 2) Offeror shall include Catering Specific Management Personnel.
  - 3) Offeror shall add lines as needed.

**ATTACHMENT J.12.3  
ADMINISTRATION  
TYPICAL IN-SERVICE FULL WEEK**

	Position/Title	Estimated Pay Rate	Daily Hours							Weekly Hours	Annual Weeks	Est. Annual Wages	Benefit Rate %	Benefit Dollars	Est. Labor Cost
			M	T	W	Th	F	S	S						
	Cook (example)	\$15.00	8.0	8.0	8.0	8.0	8.0	8.0	40.00	52.00	\$31,200.00	30.0%	\$9,360.00	\$40,560.00	
1									0.00		\$0.00		\$0.00	\$0.00	
2									0.00		\$0.00		\$0.00	\$0.00	
3									0.00		\$0.00		\$0.00	\$0.00	
4									0.00		\$0.00		\$0.00	\$0.00	
5									0.00		\$0.00		\$0.00	\$0.00	
6									0.00		\$0.00		\$0.00	\$0.00	
7									0.00		\$0.00		\$0.00	\$0.00	
8									0.00		\$0.00		\$0.00	\$0.00	
9									0.00		\$0.00		\$0.00	\$0.00	
10									0.00		\$0.00		\$0.00	\$0.00	
11									0.00		\$0.00		\$0.00	\$0.00	
12									0.00		\$0.00		\$0.00	\$0.00	
13									0.00		\$0.00		\$0.00	\$0.00	
14									0.00		\$0.00		\$0.00	\$0.00	
15									0.00		\$0.00		\$0.00	\$0.00	
16									0.00		\$0.00		\$0.00	\$0.00	
17									0.00		\$0.00		\$0.00	\$0.00	
18									0.00		\$0.00		\$0.00	\$0.00	
19									0.00		\$0.00		\$0.00	\$0.00	
20									0.00		\$0.00		\$0.00	\$0.00	
21									0.00		\$0.00		\$0.00	\$0.00	
22									0.00		\$0.00		\$0.00	\$0.00	
23									0.00		\$0.00		\$0.00	\$0.00	
24									0.00		\$0.00		\$0.00	\$0.00	
25									0.00		\$0.00		\$0.00	\$0.00	
Facility Totals:			0.0	0.0	0.0	0.0	0.0	0.0	0.0		\$0.00		\$0.00	\$0.00	

- Note:**
- 1) Offeror is responsible for verifying that all formulas are correct.
  - 2) Offeror shall include Management that have not been documented with a specific venue.
  - 3) Offeror shall add lines as needed.

**Attachment J.13  
Financial Projection  
(4 spreadsheets) – also available as a  
Live Attachment/Functioning Excel  
Sheets at [www.udc.edu](http://www.udc.edu) under  
Administration tab,  
select Capital Procurement and  
click on “Business Opportunities”**

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**ATTACHMENT J.13.1  
PRO FORMA FINANCIAL PROJECTIONS  
DEPARTMENT SUMMARY**

Operation Name (Current): \_\_\_\_\_ Department Summary  
 Operation Name (Proposed): \_\_\_\_\_  
 Operation Location: \_\_\_\_\_  
 Menu Concept: \_\_\_\_\_

**REVENUE & OPERATING ASSUMPTIONS:**

	BASE YEAR	OPTION YEAR 1	OPTION YEAR 2	OPTION YEAR 3	OPTION YEAR 4
	% of Revenue	% of Revenue	% of Revenue	% of Revenue	% of Revenue
<b>REVENUE: (Net of Sales Tax)</b>					
Meal Plan	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Account Credit (Student/Fac/Staff)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Cash/Credit Card	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Catering	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Summer Conference/Camp	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Other (specify)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Total Revenue:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>
<b>OPERATING EXPENSES:</b>					
<b>Food and Beverage Costs:</b>					
Food and Beverages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Subtotal Food &amp; Beverage Costs:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>
<b>Labor Costs:</b>					
Management Salaries	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Management Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Full Time Staff Wages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Full Time Staff Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Part Time / Temporary Wages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Part Time / Temporary Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Payroll Taxes	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Temporary Contract Agency Labor	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Subtotal Labor Costs:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>





**ATTACHMENT J.13.2.  
PRO FORMA FINANCIAL PROJECTIONS**

Operation Name (Current): Firebird Inn  
 Operation Name (Proposed): \_\_\_\_\_  
 Operation Location: \_\_\_\_\_  
 Menu Concept: \_\_\_\_\_

**REVENUE & OPERATING ASSUMPTIONS:**

	BASE YEAR	OPTION YEAR 1	OPTION YEAR 2	OPTION YEAR 3	OPTION YEAR 4
	% of Revenue	% of Revenue	% of Revenue	% of Revenue	% of Revenue
<b>REVENUE: (Net of Sales Tax)</b>					
Meal Plan	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Account Credit (Student/Fac/Staff)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Cash/Credit Card	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Catering	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Summer Conference/Camp	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Other (specify)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Total Revenue:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>
<b>OPERATING EXPENSES:</b>					
<b>Food and Beverage Costs:</b>					
Food and Beverages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Subtotal Food &amp; Beverage Costs:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>
<b>Labor Costs:</b>					
Management Salaries	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Management Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Full Time Staff Wages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Full Time Staff Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Part Time / Temporary Wages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Part Time / Temporary Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Payroll Taxes	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Temporary Contract Agency Labor	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Subtotal Labor Costs:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>

ATTACHMENT J.13.2 (cont)

Operation Name (Current): Firebird Inn  
 Operation Name (Proposed):  
 Operation Location:  
 Menu Concept:

	BASE YEAR	% of Revenue	OPTION YEAR 1	% of Revenue	OPTION YEAR 2	% of Revenue	OPTION YEAR 3	% of Revenue	OPTION YEAR 4	% of Revenue
<b>Other Expenses:</b>	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Amortization (start-up, office equip)	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Banking and Professional Fees	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Brand Licensing/Franchise Fees	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Business Insurance	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Catering Contributed to University	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Cleaning Supplies	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Commissions to University	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Computer/Technology Fees/Lease Costs	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Courier Expense	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Credit Card Fees	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Equipment Repairs and Maintenance	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Equipment Rental	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Flowers / Decorations	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Hiring Costs & Background Checks	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Linens and Uniforms	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Marketing and Advertising	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Office Supplies (supplies, postage, misc, printing)	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Paper Supplies	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Small Equipment Replacement	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Smallwares Replacement	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Subcontracted Services	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Taxes and Licenses (do not include sales tax)	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Cellular Telephone	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Landline Long Distance Charges	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Training / Professional Development	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Utilities	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Vehicle Expenses	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Workers' Compensation Insurance	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Other (List)	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
<b>Subtotal Other Expenses:</b>	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!



**ATTACHMENT J.13.3  
PRO FORMA FINANCIAL PROJECTIONS**

Operation Name (Current): Catering  
 Operation Name (Proposed):  
 Operation Location:  
 Menu Concept:

**REVENUE & OPERATING ASSUMPTIONS:**

	BASE YEAR	OPTION YEAR 1	OPTION YEAR 2	OPTION YEAR 3	OPTION YEAR 4
	% of Revenue	% of Revenue	% of Revenue	% of Revenue	% of Revenue
<b>REVENUE: (Net of Sales Tax)</b>					
Meal Plan	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Account Credit (Student/Fac/Staff)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Cash/Credit Card	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Catering	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Summer Conference/Camp	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Other (specify)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Total Revenue:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>
<b>OPERATING EXPENSES:</b>					
<b>Food and Beverage Costs:</b>					
Food and Beverages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Subtotal Food &amp; Beverage Costs:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>
<b>Labor Costs:</b>					
Management Salaries	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Management Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Full Time Staff Wages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Full Time Staff Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Part Time / Temporary Wages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Part Time / Temporary Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Payroll Taxes	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Temporary Contract Agency Labor	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Subtotal Labor Costs:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>

ATTACHMENT J.13.3 (con't)

Operation Name (Current): Catering

Operation Name (Proposed):

Operation Location:

Menu Concept:

	BASE YEAR	OPTION YEAR 1	OPTION YEAR 2	OPTION YEAR 3	OPTION YEAR 4
	% of Revenue	% of Revenue	% of Revenue	% of Revenue	% of Revenue
<b>Other Expenses:</b>	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Amortization (start-up, office equip)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Banking and Professional Fees	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Brand Licensing/Franchise Fees	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Business Insurance	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Catering Contributed to University	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Cleaning Supplies	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Commissions to University	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Computer/Technology Fees/Lease Costs	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Courier Expense	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Credit Card Fees	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Equipment Repairs and Maintenance	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Equipment Rental	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Flowers / Decorations	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Hiring Costs & Background Checks	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Linens and Uniforms	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Marketing and Advertising	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Office Supplies (supplies, postage, misc, printing)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Paper Supplies	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Small Equipment Replacement	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Smallwares Replacement	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Subcontracted Services	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Taxes and Licenses (do not include sales tax)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Cellular Telephone	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Landline Long Distance Charges	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Training / Professional Development	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Utilities	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Vehicle Expenses	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Workers' Compensation Insurance	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Other (List)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Subtotal Other Expenses:</b>	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!



Operation Name (Current): Catering  
 Operation Name (Proposed):  
 Operation Location:  
 Menu Concept:

	BASE YEAR	% of Revenue	OPTION YEAR 1	% of Revenue	OPTION YEAR 2	% of Revenue	OPTION YEAR 3	% of Revenue	OPTION YEAR 4	% of Revenue
<b>Contractor Overhead Charged Against Account</b>	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Gen. & Admin. Expenses (List in Detail)	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
<b>Subtotal Contractor Fees:</b>	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
<b>Start Up Costs (Year One Only)</b>	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
<b>Subtotal Start Up Costs:</b>	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
<b>Total Operating Expenses:</b>	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
<b>Operating Profit/(Loss):</b>	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
<b>Total Return to UDC</b>	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Profit Sharing (fill in accordingly)	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
Commissions	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!
<b>Total Return</b>	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!	\$0	#DIV/0!

**Total Return to UDC**  
 Profit Sharing (fill in accordingly)  
 Commissions  
**Total Return**

**ATTACHMENT J.13.4  
PRO FORMA FINANCIAL PROJECTIONS**

Operation Name (Current): Administration  
 Operation Name (Proposed): \_\_\_\_\_  
 Operation Location: \_\_\_\_\_  
 Menu Concept: \_\_\_\_\_

**REVENUE & OPERATING ASSUMPTIONS:**

	BASE YEAR	OPTION YEAR 1	OPTION YEAR 2	OPTION YEAR 3	OPTION YEAR 4
	% of Revenue	% of Revenue	% of Revenue	% of Revenue	% of Revenue
<b>REVENUE: (Net of Sales Tax)</b>					
Meal Plan	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Account Credit (Student/Fac/Staff)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Cash/Credit Card	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Catering	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Summer Conference/Camp	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Other (specify)	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Total Revenue:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>
<b>OPERATING EXPENSES:</b>					
<b>Food and Beverage Costs:</b>					
Food and Beverages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Subtotal Food &amp; Beverage Costs:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>
<b>Labor Costs:</b>					
Management Salaries	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Management Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Full Time Staff Wages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Full Time Staff Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Part Time / Temporary Wages	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Part Time / Temporary Benefits	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Payroll Taxes	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
Temporary Contract Agency Labor	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!	\$0 #DIV/0!
<b>Subtotal Labor Costs:</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>	<b>\$0 #DIV/0!</b>



