



**Custodial and  
Maintenance Services**  
Date: October 1, 2024

**Proposal developed for:**



June 17, 2024

Ms. Wendy Forsman  
CFO  
Suffolk Public Schools  
100 N. Main Street  
Suffolk, VA 23434

Dear Ms. Forsman and Suffolk Public Schools:

Thank you for considering HES for the provision of Custodial and Groundskeeping Services.

HES has decades of leadership experience in educational facilities management, and our core members have been longstanding partners for many districts across the country and in the state of Virginia.

We hope that after reviewing our proposal, reading our history of success, and speaking with our current K-12 school district clients, you will agree that HES is a great solution for your school division.

We will provide:

- Optimum staffing to include immediate backfill of all open positions with better retention
- On-site, dedicated managers and site supervisors for your program
- Upper management supervision for your custodial program – a Virginia leadership team
- All equipment, tools, vehicles, supplies, chemicals, and paper products for custodial services
- Uniforms, PPE, and other necessary resources for all team members
- Quality assurance and inspection technology
- Competitive wages and benefits supported by recruiting technology
- Training, incentives, recognition, career advancement for all staff, including SPS
- Ability to “piggyback” on current contract and start services immediately
- Contract and scope found at <https://equalisgroup.org/school-facilities-management/>

We welcome an opportunity to visit with you to discuss scope, scale, and additional options to ensure we have proposed a plan and price that is beneficial to SPS. Please do not hesitate to contact me directly if you have any questions or require additional information.

Yours in Education,



Russell Leboff  
Vice President Business Development  
804-380-7466 | rleboff@hes.com

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# EXECUTIVE SUMMARY

## PURPOSE STATEMENT

HES was founded on the principle of building the best facility services company in America for education clients, our employees, and our shareholders.

Our purpose is to partner with education clients similar to SPS to provide those schools and colleges we serve with clean, attractive, and safe environments for learning. HES provides excellent quality at a fair price, which results in a best-in-class facilities services program.

Our values include:

- Engaging ALL employees HES and SPS to establish best practices and innovations for SPS
- Serving SPS in such a way as to earn ongoing respect, trust, and confidence
- Treating HES/SPS employees, customers, suppliers, and peers with integrity and fairness
- Being a good corporate citizen for SPS by contributing to the social and economic wellbeing of the community
- Aspiring to be the most respected company SPS has partnered with for support services

Our purpose and vision statement aligns well with SPS, and we believe the similarity of our core values makes us the ideal partner for these services.

## A CULTURE OF PARTNERSHIP

**HES is providing this estimated cost prior to touring SPS locations but would like to tour these locations prior to final contract execution. If our initial estimate is acceptable, HES will tour locations, audit equipment (current SPS equipment list provided) and supplies prior to submission of final proposal price. Tours are necessary to ensure we have an ample understanding of the school division requirements and do not expect our price to change much up or down, if at all.**

While we have spoken with SPS leadership about our services over the years, things have changed. The workforce is much more difficult to get and even harder to keep. People have left the job market. **Wages have increased by over 50%.** Equipment and parts are also difficult to obtain delaying replacement and repair due to the significant **supply chain disruptions and price increases of over 40%.** Even when you get staff, they don't come to work. HES has adapted - we have a creative, proven program to address these challenges and others with competitive pay, ample hours provided, and solid benefits. Please see pages 33-43 for more information.

While we're very capable, we don't act like a conglomerate where SPS just becomes another P&L line item – we're in the sweet spot for corporate culture and SPS will see the difference – you'll be treated like a true partner for many years to come. HES remains true to the vision on which HES was founded: Be large enough to compete, but never lose touch with what matters most – the students, staff, and schools who rely on us for daily service. You can count on us for frequent communication and connectivity – we'll never become complacent in our support for SPS. Count on it!

From the start, we have held a singular goal of being the facilities management provider of choice for education partners. We believe our exclusive focus on education, passionate commitment to our partners, and willingness to exceed expectations sets us apart from other service providers.

Unlike providers involved in many different products and service solutions, stretched across multiple market sectors, we are not distracted by corporate clients or competing interests such as food, floor mat, and uniform services. **We only serve education, and we only provide facilities management.**

We fully understand the unique challenges of providing critical services to education clients charged with the safety, education, and well-being of their students and staff. HES has earned the trust of over 150 education partners across the country, and we employ 10,000 dedicated team members and maintain more than 200 million square feet daily.

It would be a great privilege to work with SPS to share in a commitment to providing a new way of doing things through an HES proprietary **Resourcing Solution versus outsourcing option** to provide safe, clean, appealing learning environments for your students and staff free from negative impact. Our program will deliver a best-in-class program for custodial and groundskeeping services that's appealing from curb to classroom.

## EXPERIENCE & REFERENCES

We understand that education facilities management is significantly more challenging and detailed than the traditional commercial property management often offered by other industry providers.

Our focus on education facilities has earned success and praise from current education clients, whom we encourage you and your team to contact. Please see pages 10-15.

## PROPOSED ORGANIZATIONAL CHART & METRICS

As a top-tier service provider with extensive experience with Virginia education facilities management, we fully understand your goals as well as the challenges. Our management structure for SPS includes:

- Sr. VP Operations – Scott Zimmerman
- Regional Vice President – Russell G. Leboff
- Sr. Regional Manager – Randall Glass
- Vice President Grounds Management – Billy Pipp
- Regional Manager – John Bloom
- Start-up Groundskeeping Regional Manager – Jeffery Foor
- Custodial Transition Manager - Kevin Junot
- Site-Based Custodial and Grounds Managers (we will select these with SPS endorsement)
- Dedicated Assistant Manager / Recruitment Specialist
- Hourly Support in each school via natural attrition – day and night

The dedicated custodial and grounds managers for SPS will visit each site and administrator routinely during the week. The manager will perform quality control inspections, supply inventory, employee training, and support with each facility tour.

As the HES account managers collect data, it will be compiled and shared with SPS contacts in periodic executive reviews. These executive reviews – also called Business Value Reviews or BVRs – provide program effectiveness metrics, including qualitative and quantitative results.

## PROPOSED WORK PLAN

Upon notification of plans to move forward, experienced HES management and launch teams will survey and inspect the SPS locations and establish contact with the stakeholders and staff. We will also use this opportunity to identify current SPS-endorsed retired employees and any current staff wanting to Opt-in to HES who bring a positive attitude, strong work ethic, and valuable experience to SPS.

You will see in our proposed work plans that we share specific, step-by-step actions that would begin as early as SPS desires. **HES recommends a start date of September 1, 2024, or other agreed-upon date. However, HES will begin anonymous recruiting the moment we receive notification from SPS that we are the selected service provider.** Plans for equipment delivery, hiring and staffing, quality control, and quality assurance are all ready to launch. To ensure a seamless, successful transition for SPS, we intend to deploy the full depth of our resources, including overtime, regional support, human resources support and additional measures at our disposal.

## FINANCIAL STABILITY

HES Facilities Management is a private limited liability company with strong financial stability and a successful track record of growth. Owned by dynamic leaders with a long history of education facility services, HES enjoys independent success without the conflicting demands facing public companies. With additional financial support from Nautic Partners LLC, a middle-market private equity firm focused on service providers, our annualized revenues are over \$330 million.

We continue to invest in management for this fiscal year, ensuring our operational standards of excellence remain high as we grow. Our financial stability and pattern of strong growth identify HES as a financially vigorous, healthy, and capable company prepared to provide service to your school system.

## ECONOMIC OPPORTUNITY POLICY & PROPOSED SCHEDULE OF PARTICIPATION

HES is deeply committed to working with small, local businesses, and we currently enjoy excellent relationships with numerous vendors whose services we plan to continue using for necessary resources for our partnership with SPS.

## PROGRAM DESIGN AND COST

At HES, we believe in transparency and open communication. Our proposed pricing provides a turnkey program for a **Resourcing Solution** model which addresses all aspects of your requested program design, including hourly wages, which are based upon prevailing wage, market rates, and the current workforce in SPS. We surveyed local businesses, education entities, and utilized a third-party research company to evaluate required wages to get you fully staffed and keep you staffed.

**The updated ERI survey below shows a wage rate over \$16.00 per hour. Our recommended wage rate range for SPS is \$16.00-\$20.00 per hour depending on position and responsibilities.**

**SALARY ASSESSOR**®  
Individual Job Report



ERI Job Title: Custodian

| Estimated Survey Mean Hourly Base Salaries |                 |                 |       |                 | All Incumbent Average: \$16.51 |
|--------------------------------------------|-----------------|-----------------|-------|-----------------|--------------------------------|
| Years of Experience                        | 10th Percentile | 25th Percentile | Mean  | 75th Percentile | 90th Percentile                |
| 10                                         | 16.08           | 17.08           | 18.46 | 19.61           | 20.87                          |
| 8                                          | 15.45           | 16.42           | 17.77 | 18.87           | 20.08                          |
| 5                                          | 14.35           | 15.23           | 16.51 | 17.55           | 18.67                          |
| 3                                          | 13.44           | 14.17           | 15.33 | 16.31           | 17.37                          |
| 1                                          | 12.53           | 13.06           | 13.97 | 14.79           | 15.76                          |

All Values in United States Dollars

Our commitment to the success of the SPS program is also reflected in our upfront investment in new, state-of-the-art equipment/vehicles valued at **\$584,791** and additional groundskeeping equipment of **\$310,928** plus the necessary management resources to support the custodial and groundskeeping workforce and operations. **HES will reduce equipment price based on new, well-maintained equipment provided to HES by SPS post equipment audit.**

Because HES truly understands the specific nature of educational facilities programs – in particular, the needs of SPS – we hope you realize the substantial value of our offer.

**As with all education partnerships, we are open to negotiating any aspect of our proposal and reflective price you deem necessary.**

## TYPE AND SIZE OF THE CORPORATION

HES Facilities LLC is a Limited Liability Company operating on a national basis.

## FOUNDING YEAR

HES is a combination of several companies who came together to create America's best facilities service provider with the oldest being founded in 1972. We have partnered with education clients to provide the school districts we serve with clean, attractive, and safe environments for learning for over 51 continuous years.

### HES BY THE NUMBERS

SERVING  
EDUCATIONAL  
FACILITIES  
SINCE **1972**



**10,000+**  
skilled  
team members



**150** EDUCATION PARTNERS

We maintain more than  
**200,000,000** SQUARE FEET DAILY



clients in

**28** states

COMMITTED TO  
Green cleaning &  
sustainability  
practices



Providing  
services to  
more than  
**1,000,000**  
STUDENTS PER DAY





## CORPORATE PHILOSOPHY AND EXPERIENCE

### BACKGROUND AND PHILOSOPHY

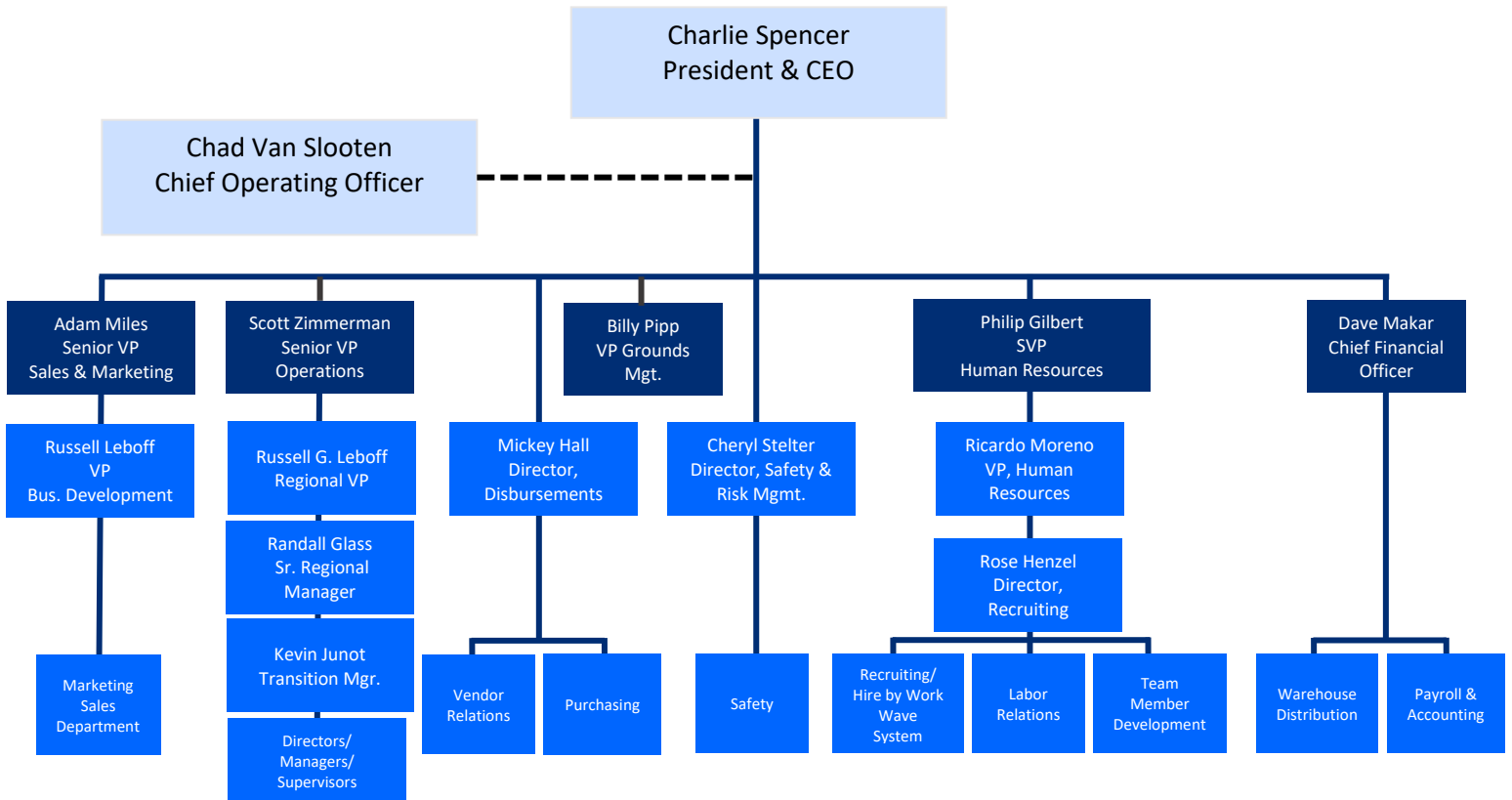
HES Facilities LLC is a privately held business headquartered in Knoxville, Tennessee, with additional regional locations and partnerships across the country. HES’s history began in 1972 with the formation of a custodial company solely focused on educational facilities management. HES was founded by industry executives with strong backgrounds in services management solutions and decades of experience providing custodial and facilities management services to all educational facilities.

HES Facilities Management is well positioned as a national leader in providing full-service custodial, grounds-keeping, and building management services to clients in higher education and K-12 school districts. HES serves 150 education clients across 28 states.

The HES management team has centuries of combined leadership experience in the contract cleaning and maintenance industry, with an emphasis on school facilities. Through our deep and broad experience, we have the knowledge and capability to start up large and small programs while maintaining a structured operation. HES is financially strong and has significant resources available to support our company long-term.

### CORPORATE ORGANIZATIONAL CHART

The HES organizational charts below outline both corporate leadership and onsite local support, demonstrating significant, dedicated resources for SPS.



## EXPERIENCE

Our experience in the education facilities industry has taught us that, ultimately, our success is dependent on and driven by a culture of true partnership. Communication, collaboration, and responsive staff are the keys to an effective, efficient facilities management program.

Our Account Manager and Regional Operations Manager are handpicked, highly qualified leaders who can motivate team members and manage equipment and supplies efficiently. **We encourage our clients to participate with feedback from Senior Project Manager candidates, which ensures that the candidate will be the right fit for our client and our organization.**



Several members of our management team are BSCAI-certified as Registered Building Service Managers and Certified Building Services Executives. As leaders in our industry, they have presented at industry seminars and conventions.

Through regular training, cross-training, and skill refreshment sessions, our team members maximize their contributions to the schools they serve.

Ultimately, our goal is to exceed your expectations. We believe our average client tenure of 10 years – far longer than the industry average – testifies to our commitment to high performance and cost containment, both key priorities in today's business environment.

### Why is HES more successful than other service providers?

We believe the best path to success is trust, communication, and transparency. The program succeeds by providing partners with a fully transparent program and venues for communication and collaboration. What further sets HES apart is the management structure and commitment to our employees and our client. Each HES leader has a vested interest in the company, therefore, a deep commitment to the success of each partnership.

This is not just our job; it is our career, and it will be our legacy. We are very passionate about treating our clients as valued partners – because you are!

### Where do you go for a better custodial services program?

Education institutions across the country are asking the same question. The contracted services industry, specifically as it pertains to K-12 facilities, has changed drastically in the last five years. We believe that multi-billion-dollar contracting corporations who offer ancillary services such as food, uniforms, and mats – in addition to custodial services – lose focus on the customer. Most of their resources and attention are focused on commercial office cleaning, aviation, or other verticals. HES only serves education and will remain focused on the SPS community, as each partnership is a flagship for our company.

## How is HES different?

We set ourselves apart in several ways. Our core business purpose is to provide students and staff with a safe, clean, healthy learning environment. You will have a clear understanding of our intentions and results. If we make a mistake, you know we will make it right and improve from the experience. You will not be “nickel and dimed” as our relationship grows because we price fairly, which means you always have critical resources dedicated to your program.

**HES is the most responsive company in the custodial services industry.**

## Why choose HES over other providers?

Put simply, we focus on you and on providing the best program for your facilities. **We will not “race to the bottom” with the lowest-priced proposal that invests few resources into your learning environment or community.**

We provide a fair price, a great work environment, responsive leadership, and excellent value. Our very satisfied education partners are living proof of our commitment to excellence.

## PROFESSIONAL AFFILIATIONS

HES is affiliated with multiple industry organizations and is proud to support various education associations. We draw best practices from these associations, constantly monitoring new information to ensure the most up-to-date custodial methods and technologies.

- Virginia Association of School Superintendents (VASS)
- Virginia Association of School Business Officials (VASBO)
- Virginia School Board Association (VSBA)
- Southern Regional Leadership Conference (SRLC)
- Consortium of State School Boards Associations (COSSBA)
- National School Boards Association (NSBA)
- National Association of College and University Business Officers (NACUBO)
- National School Plant Management Association (NSPMA)
- American Association of School Administrators (AASA)
- Community College Business Officers (CCBO)
- International Sanitary Supply Association (ISSA)
- International Facility Management Association (IFMA)
- Janitorial Cleaning Services Association (IJSCA)



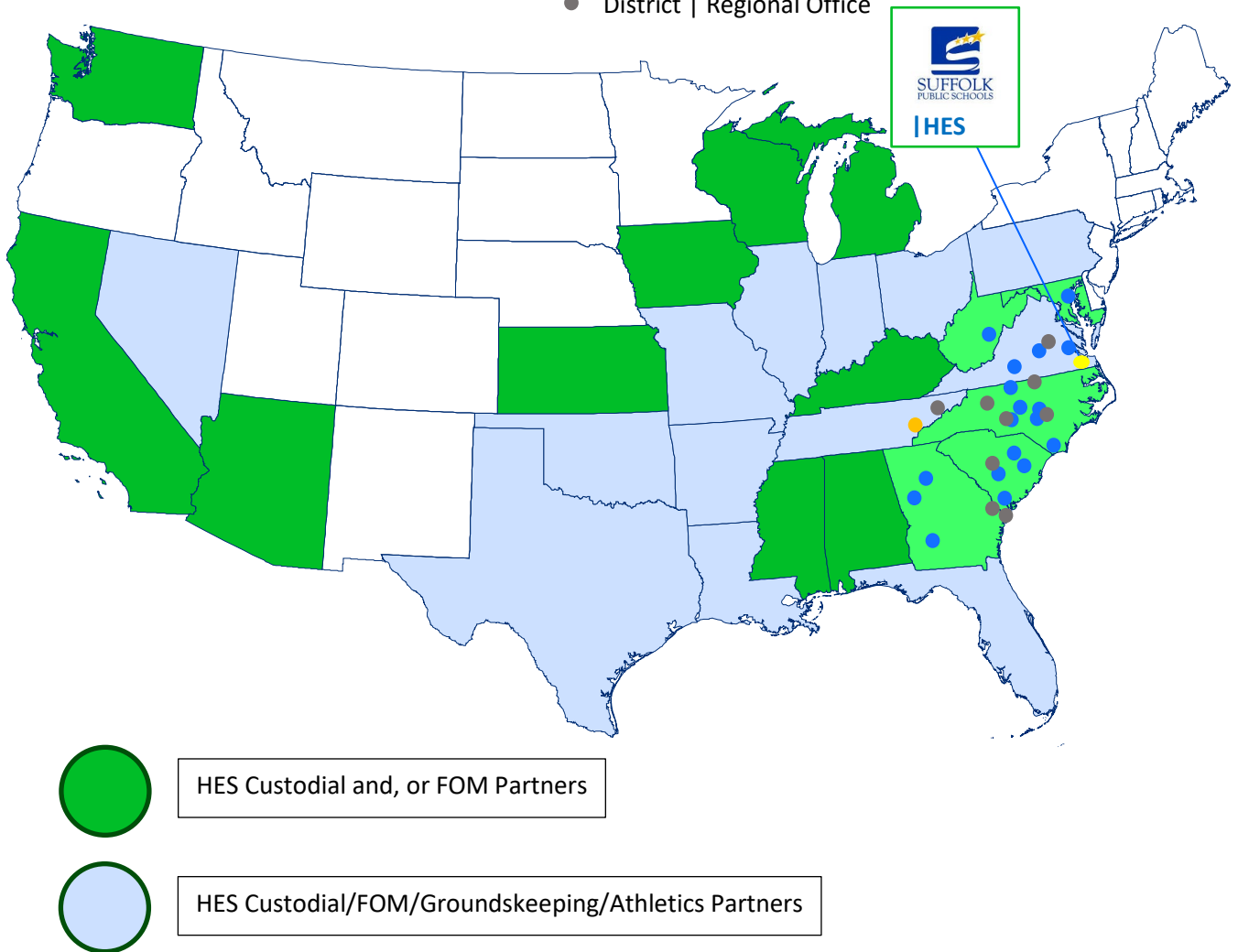
## NUMBER OF CURRENT CONTACTS SE | MID-ATLANTIC

HES Facilities LLC is a privately held business headquartered in Knoxville, Tennessee, with additional regional locations and partnerships across the country. Our Richmond, VA office would be responsible for the Suffolk Public Schools contract.

HES serves over 150 education clients across 28 states. Our new annualized contract revenues, effective August 2023, are over \$330 million.

### HES OPERATIONAL FOOTPRINT

- Mid-South Atlantic
- HES HQ Office
- Current Partners
- Pending Growth
- District | Regional Office



## CURRENT CONTRACTS SIMILAR SIZE AND SCOPE

### CONFIDENTIAL

#### POWHATAN COUNTY PUBLIC SCHOOLS

4290 Anderson Highway | Powhatan, VA 23139  
 Bob Benway, Director of Facilities  
 804-598-5700 | [robert.benway@powhatan.k12.va.us](mailto:robert.benway@powhatan.k12.va.us)  
 Square footage: 675,767, 7 school facilities  
 Partnership since January 2021  
**Can compare SSC to HES**



#### DINWIDDIE COUNTY PUBLIC SCHOOLS (RECENT START-UP)

14016 Boydton Plank Road | Dinwiddie, VA 23841  
 Mr. Jeff Walters, Chief Operations Officer  
 804-469-4190 | [jewalters@dcpsnet.org](mailto:jewalters@dcpsnet.org)  
 Mrs. Christie Fleming  
 804-469-4190 | [CFleming@dcpsnet.org](mailto:CFleming@dcpsnet.org)  
 Square footage: 785,483, 7 school facilities  
 Partnership since June 1, 2024  
**Can compare ABM and SSC to HES**



#### ASHEBORO CITY SCHOOLS (ATTRITION MODEL)

1126 South Park Street | Asheboro, NC 27203  
 Sandra Spivey-Ayers, Chief Finance Officer  
 336-625-5104 | [sspivey@asheboro.k12.nc.us](mailto:sspivey@asheboro.k12.nc.us)  
 Square footage: 861,055, 10 school facilities  
 Partnership since July 2021  
**Can compare HES to In-house**



#### IREDELL-STATESVILLE SCHOOLS (ATTRITION MODEL)

549 N. Race Street | Statesville, NC 28677  
 Dr. Jeff James, Superintendent  
 828-312-3091 | [jeff\\_james@iss.k12.nc.us](mailto:jeff_james@iss.k12.nc.us)  
 Mr. Adam Steele, Chief Finance Officer  
 704-880-5530 | [adam\\_steele@iss.k12.nc.us](mailto:adam_steele@iss.k12.nc.us)  
 Square footage: 1.0 m, 12 school facilities  
 Partnership Since 2021  
**Can compare HES to In-house**



**DAWSON COUNTY SCHOOLS (ATTRITION MODEL)**

28 Main Street | Dawsonville, GA 30534  
Hershel Bennett, Assistant Superintendent  
706-265-3246 X 1021 | hbennett@dawson.k12.ga.us  
Square Footage: 884,741, 7 school facilities  
Partnership Since 2023 Project Scope: Custodial –  
**Can compare AFS to HES**



**Other happy Virginia partners to include:**

- **Chesterfield County Schools, VA** | Custodial  
Wayne Johnson, Custodial Services, C: 804.385.5300  
**(previously with EBM – can compare to HES)**
- **Manassas Park City Schools, VA** | Custodial and Light Maintenance  
Paul Simpson, Executive Director Operations, C: 703.675.3832  
**(previously ABM – can compare to HES)**
- **Averett University** | Custodial, Groundskeeping and FOM  
Dr. Tiffany Franks, President, 434.548.1859  
**(previously Budd Group – can compare to HES)**



**CLIENT CASE STUDY AND REFERENCES LETTERS**

At HES Facilities Management, we know that our clients’ success is our success. Our partners have high standards and expect maximum value for their investment – rightfully so.

We’ve built strong, long-lasting partnerships with educational institutions nationwide by consistently delivering excellent work.

Please reference some of our case studies and reference letters to follow.



# POWHATAN COUNTY PUBLIC SCHOOLS

Inspiring · Empowering · Innovating

*Powhatan County Public Schools prepares students to thrive in a global community.*

June 7, 2022

Dear Colleague

It gives me great pleasure to write this strong letter of recommendation on behalf of HES Facilities, who is the custodial services provider for Powhatan County Public Schools (PCPS).

PCPS has contracted with HES Facilities since the January 2021. HES' responsiveness to the needs of the school division at that time was second to none. PCPS has contracted custodial services for 18 years with the same company prior to issuing an RFP in the fall of 2020 during the COVID pandemic.

The management staff with HES at all levels has responded well to the challenge and continue to work to provide PCPS with a very good custodial services program. While staffing issues have been present in today's workforce market, HES continues to work hard to attract and retain quality custodial staff.

All staff with HES respond to the needs of the schools in a timely manner and work hard to correct any deficiencies that are brought to their attention. I would highly recommend HES as a custodial services provider.

Sincerely

*Jason S. Tibbs, Ed.D.  
Director of Facilities & Career and Technical Education*

**Pocahontas Landmark Center**

4290 Anderson Highway · Powhatan, Virginia 23139 · 804-598-5700 · [www.powhatan.k12.va.us](http://www.powhatan.k12.va.us)  
Division Superintendent · Eric L. Jones, Ph.D.

# LOWNDES COUNTY SCHOOLS

*Home of the Vikings*

1592 Norman Drive • Valdosta, Georgia 31601 • 229 245-2250 • FAX 229 245-2255

**INTERIM SUPERINTENDENT**

Sandra Wilcher

**Assistant Superintendent**

Dr. Rodney Green

**Assistant Superintendent**

Ken Overman

**BOARD MEMBERS**

Mike Davis

Robert McGeehan

Erin Price

Eddie Smith

Amy Stecz

Ronnie Weeks

Fred Wetherington

December 11, 2023

To whom it may concern:

Re. Reference Letter for HES Facilities Management

Lowndes County School District transitioned from an unsatisfactory Custodial Services Vendor (that was providing services at high school, elementary school and ALT school) to HES Facilities Management to service the three above facilities plus an additional elementary school and a Middle school. This transition occurred May, 2023.

While the prior vendor's contract was terminated due to poor performance, their acceptance of termination and transition was handled amicably.

HES Facilities Management exceeded expectations with the transition process. In advance of the transition date, HES' corporate HR provided an on-site job fair that generated well over 100 applicants for about 40 available positions. The HR team was able to interview, screen and make selections to fill all available positions (pending background screening) as a result of this job fair. An impressive feat considering the applicant stream that the County's HR has generated in the last couple years is about 2-3 applicants per month.

The transition of contractors occurred over the weekend of April 29-30 and Custodial service delivery by HES Facilities began on May 1, 2023. Transition weekend went very smoothly with an orientation for all HES Facilities staff on Saturday, and delivery/set-up of all materials and equipment in schools occurring on Saturday-Sunday. Staffing levels for all facilities managed by HES has been consistent and adequate to date.

A key factor to the success of this program has been the placement of a knowledgeable and experienced on-site program manager. There is frequent communication (daily) between the program manager and the School District's contract administrator as well as with building level Administrators. Communication is bilaterally open and transparent.

Another success factor is access to and communication with management above the local manager and with key corporate personnel. Frequent contact with the company's District Manager has occurred from before the start-up of operations and continues through today. This management level is significantly involved with the success of the project.

To date, the performance of the Custodial Services contract is deemed satisfactory by Lowndes Schools. A future expansion of the contract to additional facilities is currently planned.

If you have any questions or wish to discuss, please feel free to contact:

Steve Coleman, Contract Administrator, 229-300-7346, [stevecoleman@lowndes.k12.ga.us](mailto:stevecoleman@lowndes.k12.ga.us)

Ken Overman, Assistant Superintendent - Finance, 229-245-2250, [kenoverman@lowndes.k12.ga.us](mailto:kenoverman@lowndes.k12.ga.us)

 12/11/23  
Ken Overman, Assistant Superintendent

 12/11/23  
Steve Coleman, Coordinator



## ASHEBORO CITY SCHOOLS CASE STUDY (ATTRITION MODEL)

### HES FACILITIES MANAGEMENT CASE STUDY - ASHEBORO CITY SCHOOLS, NORTH CAROLINA



In March of 2021, Asheboro City Schools (ACS) North Carolina, released a request for proposal (RFP) for custodial management services for their 8 schools. The school district expressed a desire for a solution that would ensure clean, safe, healthy, appealing schools, while delivering long term value. A critical requirement included respect for, and protection of, the valuable staff who had served ACS so loyally over the years. ACS was not looking for an outsourcing contract; they were looking for a resourcing solution, a true partnership.

ACS's Schools leadership wanted to ensure their 30 plus custodial staff (already short-staffed by six positions) were treated well with no loss of jobs, pay or benefits. While ACS was very cost conscious in their quest for the best service partner, quality, value, and people were priorities in their selection decision which included multiple interviews with the short-listed service providers. Once HES was selected as the custodial services partner, the leadership for ACS and HES developed an immediate ONE TEAM culture working together to uncover efficiencies and implement processes and policy changes to improve the custodial services program while reducing costs. Existing equipment and tools, which were several years old, and had surpassed their effective life span, were replaced with all new equipment and tools. All team members including ACS employees received direction, training, recognition and additional career opportunities that were not previously available. All naturally occurring vacancies were, and continue to be, filled by HES.

ACS and HES have combined efforts to achieve a best-in-class custodial management program where ACS and HES team members are identified and treated equally with the same goals and commitment to ACS – a true partnership, not an empty mantra, but a commitment of cooperation to achieve excellence.

An important requirement of the partnership included offloading the daunting workload and associated costs of recruiting, hiring, training, discipline, and the day-to-day management of many custodial positions that detracted from leadership's ability to focus on teacher recruitment, licensure, personal development, and retention of teachers. Savings from the program included payroll taxes, workers compensation, general liability insurance, litigation, unemployment claim management, ACA, staff time, and more.

Retention improvement was another key goal for ACS, so HES provided support to include weekly reporting for locations and personnel needing improvement and those exceeding expectations. Standard operating procedures and reward/recognition systems were implemented. The savings from efficiencies and the labor cost reduction has resulted in gradual, accrued savings forward as HES backfills naturally occurring vacancies. In effect, the program has improved staffing, provided a better program for ACS, and achieved a ONE TEAM culture where ACS and HES staff work together for a common cause. The additional resources offered by HES allow the administration and leadership to focus on their education mission. ACS and HES believe keeping staff healthy and happy will keep them at work and on the team.

These efforts were only possible through close, collaborative cooperation between ACS and HES. It took both working together for a common goal – making every day count, for every student, every day. This is our story and it's about a partnership that has improved the education experience for ACS's students and staff.

*Sandra Spivey, CFO*  
[sspivey@asheboro.k12.nc.us](mailto:sspivey@asheboro.k12.nc.us)  
 336.625.5104

Russell Leboff . Vice President Business Development . 804.380.7466 . [rleboff@HES.com](mailto:rleboff@HES.com)





Chartered in 1905

P.O. Box 1103, Asheboro, NC 27204-1103 ■ 1126 S. Park St. ■ (336) 625-5104 ■ (336) 625-9238, fax

February 16, 2023

To Whom it May Concern,

HES understands how to be an excellent partner and I am happy to share a letter of recommendation on their behalf.

We are proud to be the first K-12 school district in NC to partner with HES. Our partnership with HES began in August 2021. We had previously maintained all custodial services in house. We had a large response to our RFP for custodial services; twelve companies responded. Throughout the RFP process we were most impressed by HES and their team. Our Board of Education approved the contract with HES on June 29, 2021 with a start date of August 2, 2021.

Prior to the start of the contract, HES was onsite to meet our current staff in school meetings as well as hold meetings individually with each staff member, assess the building conditions, take inventory and place equipment and cleaning supplies orders, and hire staff to fill our current vacancies. HES included myself and the Director of Facilities and Maintenance in the interview process. HES continues to provide regular updates on their progress.

HES arranged a breakfast meeting with all of our custodial staff to kick off the school year and to provide training. Four vendors were present to assist with the training. Our current custodial staff (who remain Asheboro City Schools employees) were hesitant at first but have been impressed with the HES team, and especially excited for the new equipment.

Throughout this school year, HES has kept us fully staffed with custodians. This is a task that we struggled with in the past. HES has built great relationships with our Principals and seeks their feedback each month to ensure that our expectations are being met.

The HES team is very organized, thoughtful and team oriented. HES works closely with myself and the Director of Facilities to problem solve and create new opportunities to be innovative. We are very happy with this partnership and enjoy having a more efficient and better trained custodial staff.

Please reach out to me know if you have any further questions or if I did not mention some aspects that you are interested in.

Thank you. And best wishes in your decision.

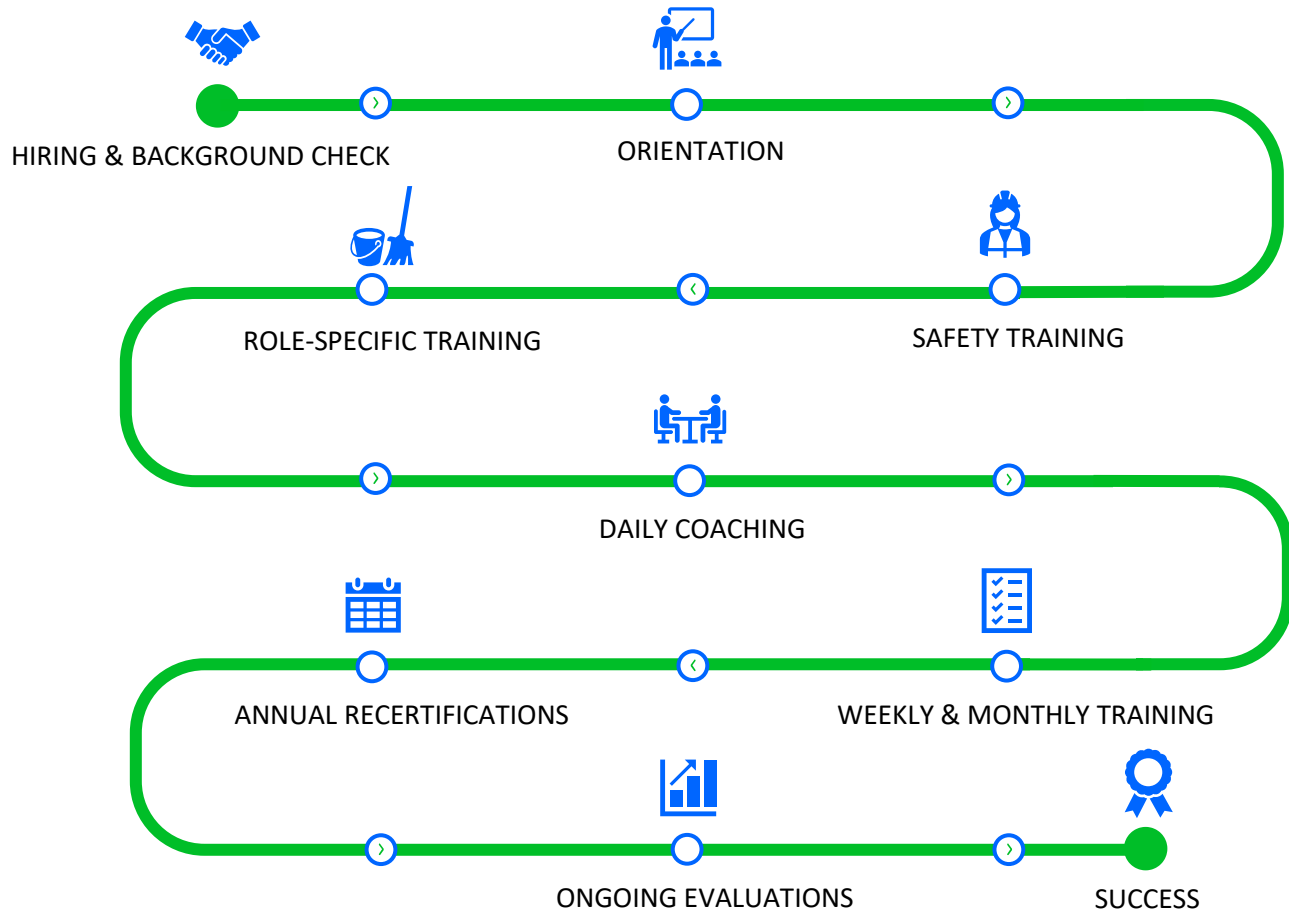
Sandra Spivey  
Finance Officer  
[sspivey@asheboro.k12.nc.us](mailto:sspivey@asheboro.k12.nc.us)  
336-625-5104

An equal opportunity/affirmative action employer.

Many other reference letters and case studies available upon request.

## TRAINING PROGRAMS

To support each new team member's best work, we start them off with our "Pathway to Success" training program. This orients new employees not just to roles, responsibilities, and processes but to the mission, vision, and values that represent HES.



All team members participate in ongoing training programs designed to enhance skills in their assigned areas and the importance of taking pride in one's work. This training consists of classroom and hands-on learning opportunities.

### UNIVERSAL & TECHNICAL TRAINING MODULES

Every HES team member in any role receives:

- Specific job skill training, from general custodial to in-depth floor care
- Safety and regulatory training
- Supervisor and leadership training
- APPA/IFMA/BOMA resource training

## CUSTODIAL TRAINING MODULES

Custodial team members also complete training for all of the following:

- Universal precautions
- Security & key control
- Social distancing
- Personal protective equipment use
- EPA-approved cleaners & disinfectants
- Safety data sheets
- Green cleaning protocols
- Incidents and emergencies
- Ladder safety
- Slip & fall hazards
- Behavior-based safety program
- Vehicle & golf cart safety
- “Good Catch” hazard recognition
- Fire safety & emergency evacuation
- Asbestos
- Cold and heat stress guidelines
- General lifting
- Bloodborne pathogens
- RTK hazard communication
- Ergonomics
- Strain & sprain prevention
- Electrical hazards

In addition, our Quality Assurance program monitors team member performance in detail, giving us clear insight into the coaching and tools that will help each team member “level up.”

## MANAGEMENT TRAINING

Our philosophy is to empower, not just hold accountable.

Under the direction of our regional operations manager and other key HES managers, our leaders build the skills and confidence they need to succeed in their roles and guide their teams. This systematic approach has yielded excellent results, which you’ll see reflected in the results we achieve for you.

Our managers regularly attend programs to learn about new equipment, systems, technology, and procedures. In turn, we consistently update our approach to customer care to reflect the latest, most successful industry practices.

Managers, regardless of background, receive thorough training in all phases of our service functions, including:

- Equipment and supplies
- Proper communication
- Personnel management
- Labor relations
- Training others
- Inspection procedures
- Customer contact and response

## PATHWAY TO SUCCESS PROGRAM

### Training For Careers, Not Just Jobs


At HES, we believe quality starts with our team members, and because of this, we are committed to hiring the right people and providing continuous training. Our philosophy in training and development is to invest in our team members, providing them with the skills and knowledge necessary for their success. Through education and trust, we can create a rewarding and appreciative workplace and “unlock” each team member’s potential to achieve exceptional results.

Our leadership team is committed to supporting our staff and sharing the “Best Practices” that have made HES successful and will now provide SPS with the environment to be successful.

We provide employees with the foundation of knowledge needed to succeed at HES and ultimately our clients. Training will consist of a blended approach that incorporates online study material and tests and training delivered through instructor-led courses.

All new team members complete our intensive program covering:

- New hire essentials: HES policies & expectations
- Customer-specific policies & expectations
- Professionalism & customer service
- Role-specific skills & procedures
- Extensive route training with experienced team members
- Weekly interaction & verification of successful training with HES management



**Facilities Management**

Training Path to Success – Salary & Admin

Employee Name: \_\_\_\_\_  
 Start Date: \_\_\_\_\_  
 Training Completed: \_\_\_\_\_

**WEEK ONE**

- Day 1: Welcome
  - Introductions & site tour
  - Logistics (Laptop / Cell Phone / Security Access / Business Cards / Company CC / Supplies)
- Day 2: Tuesday afternoon
  - Kwantek Training (2 - 2.5 hrs.)
    - Job Posting
    - Reviewing & Screening Candidates
    - Onboarding Candidates
  - Human Resource –
    - HES Mission & Vision (1 hr.)
    - Benefits (Health, Life Insurance) (1 hr.)
    - New Hire Orientation/Forms/Process/Training Modules Overview (1.5hr.)
- Day 3: Functional Group Training (Ops, Finance, Sales, HR & Safety)
- Day 4: Thursday afternoon
  - Payroll / Finance Training (1.5 – 2 hrs.)
    - Team Time / eHub (Payroll Process)
    - JWO Billing / Billing changes
    - Account Payable
    - Expense Reporting
  - Safety Training (1.5 hr.)
- Day 5: Functional Group Training (Ops, Finance, Sales, HR & Safety)

Employee Name: \_\_\_\_\_  
 Training Completed: \_\_\_\_\_  
 Page 2

**CONTINUED ENGAGEMENT PLAN**

**Month 1 – Online/Instructor Led Training Modules**

- Progressive Discipline for leaders of people (Instructor-led)
- Compliance Training Course: Sexual Harassment Prevention (Online)
- Operational Training (Job Mapping, Work Scope, Contract Terms)
- Safety Training for leaders of people (Instructor led)

**Month 2 – Online/Instructor Led Training Modules**

- Respectful and inclusive leadership (Instructor-led)
- Compliance Training Course: Workplace Violence Prevention (Online)
- Monthly Safety Training

**Month 3 – Online/Instructor Led Training Modules**

- Effective Communication (Instructor -led)
- Compliance Training Course: Family and Medical Leave Act (Online)
- Operational Training
- Monthly Safety Training

**Month 4 – Online/Instructor Led Training Modules**

- Leadership and Accountability (Instructor-led)
- Compliance Training Course: Wage and Hour Laws (Online)
- Operational Training
- Monthly Safety Training

**Month 5 – Online/Instructor Led Training Modules**

- Compliance Training Course: Interviewing and Hiring Practices (Online)
- Operational Training
- Monthly Safety Training

**Month 6 – Online/Instructor Led Training Modules**

- Botherish, Demeaning and Abusive behavior (Instructor-led)
- Compliance Training Course: Reasonable Accommodations (ADA)
- Operational Training
- Monthly Safety Training

## OUR ONGOING TRAINING AND DEVELOPMENT PROGRAM

Our rigorous, three-part education program for established team members supports a safer, more productive work environment. This is in addition to our Pathway to Success program for new hires. All HES employees complete ongoing training in a variety of formats, including:

### Onsite Learning

- Job-specific training and coaching with experienced leaders
- Daily safety huddle before each shift
- Periodic onsite sessions for new cleaning products & equipment



### Online Training

- CleanCheck: Module-based online training
- Product use & safety precautions
- Includes pandemic preparedness



### Career Building

- Opportunities for career advancement & promotion
- Ongoing assessment of skills, attitude & drive to achieve
- Policy of promoting from within whenever possible



## FINANCIAL STABILITY

June 17, 2024

Ms. Wendy Forsman  
CFO  
Suffolk Public Schools  
100 N. Main Street  
Suffolk, VA 23434

HES Facilities LLC is a private limited liability company owned by successful management with a long history of education facility services. Nautic Partners LLC is a middle-market private equity firm focusing on service companies with over \$6.2 billion of capital under management throughout its history. Our new annualized contract revenues, effective August 2023, exceed \$330 million, with an average growth rate over the past three years exceeding 20% annually. Also, the Company is significantly investing in management to ensure high operational excellence continues throughout the significant growth. The strength of its financial backing and successful growth pattern solidifies HES as a financially stable, healthy, and capable company to provide service to your school system.

As previously mentioned, the Company is privately held. Therefore, the financial statements contain confidential information irrelevant to the Company's overall financial position or ability to perform the services it provides to its customers.

Also, US GAAP requires the Company to record certain costs that are non-cash accounting charges that do not reflect ongoing operations or the financial positioning of the Company.

Therefore, below are summarized vital excerpts from the school year ended, internal financial statements for the past three periods, and the anticipated SY 2024 with adjustments to net income for the various non-cash items described above:

| (\$'s in 000's)             | SY 21           |              | SY 22           |              | SY 23           |               | SY '24    |               |
|-----------------------------|-----------------|--------------|-----------------|--------------|-----------------|---------------|-----------|---------------|
|                             | Jul 20 - Jun 21 |              | Jul 21 - Jun 22 |              | Jul 22 - Jun 23 |               | Budget    |               |
| Revenue                     | \$              | 136,454      | \$              | 192,465      | \$              | 251,314       |           | 338,716       |
| Net Income                  |                 | 1,367        |                 | (4,132)      |                 | (5,249)       |           | (2,354)       |
| Depreciation & Amortization |                 | 8,271        |                 | 13,867       |                 | 15,642        |           | 19,854        |
| Infrastructure investment   |                 | 2,693        |                 | 1,476        |                 |               |           |               |
| <b>Adjusted Net Income</b>  | <b>\$</b>       | <b>9,638</b> | <b>\$</b>       | <b>9,735</b> | <b>\$</b>       | <b>10,393</b> | <b>\$</b> | <b>17,500</b> |
| Revenue Growth              |                 |              | \$              | 56,011       | \$              | 58,849        | \$        | 87,402        |
| % Revenue Growth            |                 |              |                 | 41.0%        |                 | 30.6%         |           | 34.8%         |

The Company's balance sheet is very strong, and it has a positive relationship with our banking partner. As a result of our growing footprint across the country, we utilize BMO Harris Bank as our national banking partner. The primary contact is provided below for independent reference.

Megan Donovan, SVP Treasury Consultant  
Phone #: 312-810-1096  
Email: Megan.donovan@bmo.com  
111 West Monroe  
Chicago, IL 60603

Furthermore, the Company's primary stakeholder, Nautic Partners LLC, currently has over \$6.2 billion in managed assets with significant connections in the financial markets. They provide additional resources and support in obtaining favorable financing for the company's continued growth.

Should you require additional financial information, please contact us directly at 865-263-1905, and we will work to answer any questions or provide the requested information to you confidential.

Sincerely,



David Makar  
Chief Financial Officer  
Email: dmakar@hes.com  
Phone: 865-263-905 ext. 3114



## Proposed HES Management for SPS

Randall Glass will serve as principal supervisor/Regional Manager of SPS and provide oversight to the on-site leader. He will also serve as the primary contact initially for SPS.



### **SCOTT ZIMMERMAN, SENIOR VICE PRESIDENT, OPERATIONS**

Mr. Zimmerman has over 25 years in facilities management. His responsibilities include team building, recruiting, hiring, training, and overall management of support personnel for colleges and universities throughout the Southeast and Mid-Atlantic. Scott brings extensive customer care and high-level relationship management experience to HES. He leads a team of exceptional recruiters and managers who provide excellent customer service. Scott attended East Tennessee State University, where he gained a B.S. in Psychology and Minor in Business Management.



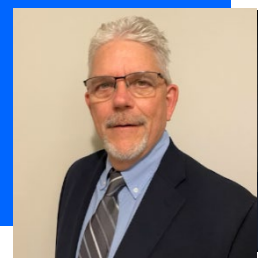
### **RUSSELL G. LEBOFF, CEFP APPA, REGIONAL VICE PRESIDENT**

Mr. Leboff has over 8 years of facilities management experience in higher education and k-12 markets. Russ began his facilities career as a manager-in-training in Isle of Wight County Public Schools (VA) and managed his first k-12 district in Roanoke County, VA. His customer-first attitude, proactive communication, and hands-on approach to management allowed him to quickly gain opportunities to expand his role throughout the Mid-Atlantic. After joining the HES team, Russ earned his Certified Educational Facilities Professional (CEFP) designation from APPA, the nation's leader in educational facilities management. Russ holds a Bachelor of Science degree in Mathematical Economics and Spanish from Hampden – Sydney College.



### **RANDALL GLASS, SENIOR REGIONAL MANAGER**

Mr. Glass is our Sr. Regional Manager in the Mid-Atlantic region in which he provides leadership and support to our clients and HES onsite staff. He manages P&L responsibilities as well as business development. His ability to resolve issues in a fast, effective, and efficient manner is proof of his communication skills and knowledge of the intricacies of the industry. Randall brings over 37 years of experience in maintenance and facilities management. He served in the United States Air Force as a Staff Sergeant and obtained his associate degree in Aircraft Maintenance.



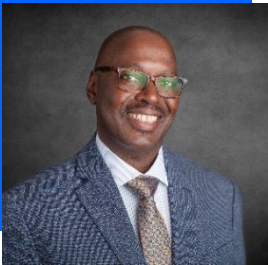
### **JOHN BLOOM, REGIONAL MANAGER**

Mr. Bloom, provides leadership and support to our clients and HES onsite staff in the Mid-Atlantic region. United States Air Force retiree after 21 years of service as a Master Sergeant. P&L management and business development responsibilities with experience in capital projects, facilities and maintenance management in the Defense industry bringing valuable knowledge to HES. John has over 40 years of experience in maintenance and facilities management. John is a graduate of the United States Air Force Senior Leadership Academy. He obtained his associate degree in Aircraft Maintenance from the Community College of the Air Force.



**BILLY PIPP, CSFM CBLP, VICE PRESIDENT OF GROUNDS MANAGEMENT**

Mr. Pipp brings to HES over 20 years of grounds and landscaping experience, including working in Major League Baseball, Major League Soccer, and NCAA Division I Athletics. He has also been directly involved with supporting grounds operations nationwide at several K-12 and Higher Learning Institutions both public and private. Billy is a Certified Sports Field Manager, Chesapeake Bay Landscape Professional, and a Certified Playground Safety Inspector. He is also certified by the Accredited Snow Contractors Association and holds a New Jersey Pesticide License. Billy graduated from the University of Missouri with a BS in Plant Sciences and currently sits on the Lewis Ginter Botanical Garden Board of Associates (Richmond VA) and is a Chesterfield County (VA) Parks and Recreation Commissioner.



**RONALD MARABLE, REGIONAL TRANSITION MANAGER – FACILITIES MAINTENANCE**

Ron is an accomplished and self-directed leader with over 30 years of experience in facilities management and logistics. Ron has served as Manager of Logistics, Facility Manager, Technical Service Representative, Crew Leader, and HVAC Technician performing contract operations, procurement management, call center management, planning, and estimating. Owned and operated Marable Air, an HVAC Company for 15 years. Ron is a graduate of Saint Leo University with a bachelor’s in business administration and a Master’s in Acquisition and Contract Management from Florida Institute of Technology.



**ROSE HENZEL, DIRECTOR OF RECRUITING**

Rose Henzel is a results-oriented talent acquisition professional with 20 + years of industry experience in executive recruitment of management, sales, marketing, IT, human resources, and corporate positions. She is experienced in partnering with hiring managers/regional managers/regional sales managers/corporate leaders/executive management to put the right person in the right job. Rose has a BS degree in Psychology and Biology from the University of Missouri Columbia and a master’s degree in Human Resources Management from Webster University.



**J. RUSSELL LEBOFF, VICE PRESIDENT BUSINESS DEVELOPMENT**

Mr. Leboff brings over 30 years of business development and operations leadership experience to our clients with 10 years in education workforce and facilities management supporting K-12 schools and higher education in the Southeast and Mid-Atlantic regions. Responsibilities with HES include relationship development, procurement, contracting negotiations, and transition to operations. He always maintains an ongoing relationship with HES partners. Russell Previously served in senior leadership roles with a premier facilities services company supporting facilities management solutions where he was committed to treating employees and clients like valued partners. Russell resides in Richmond, Virginia, and is a graduate of the University of Georgia.

## RESUMES

Below is our Regional Vice President's resume for review.

### Russell G. Leboff, CEFP

#### Summary of Qualifications

Senior-level operations manager with over 9 years of facility maintenance experience in educational, commercial, and industrial settings.

- Certified Educational Facilities Professional (APPA #31205282)
- Proficient in Spanish
- Operational and P&L Management of 15MM+ GSF and \$21MM in annual revenue
- Proven leader with a focus on people and processes

#### Professional Experience

##### **HES FACILITIES, LLC**

- *Regional Vice President of Operations (August 2022 – Present)*
  - Direct 4 regional managers/directors and over 350 hourly employees in 6 states
  - P&L Management of over \$20MM in revenue with 17 education accounts
  - Facilitated pricing of facilities for new contracts and contract addendums
  - Act as a professional liaison between HES and education management
- *Senior Regional Manager (May 2020 – August 2022)*
  - Recruit, interview, hire and train managers for accounts throughout mid-Atlantic
  - Successfully started up (7) new accounts in 2-year period
  - Collaborate with sales team in RFP response, proposal delivery, and presentations

##### **Red Coats, Inc.**

- *Division Manager – Sales and Operations (May 2017 – May 2020)*
  - Managed 6 Regional Managers and over 250 hourly employees
  - Oversaw custodial operations in 90+ facilities in VA and NC
  - Initiated education division through new sales
    - Added (2) higher education partners and (4) K-12 partners in 2-year period

##### **GCA Education Services Group, Inc.**

- *Regional Manager – Education Division (Spring 2015 – Present)*
  - Direct 11 managers and over 250 hourly employees in VA
  - P&L Management of over 7MM in revenue with 6 education accounts
  - Recruit, interview, hire and train managers for accounts throughout VA
- *Account Manager – Roanoke County Schools (Fall 2013 – Spring 2015)*
  - Oversaw the facility operations and grounds maintenance of nine K-12 schools
  - Provided in-sourced production staffing and labor management
  - Managed over 50 employees in nine public school facilities and campuses

##### **SOUTHERN TRUST MORTGAGE, LLC**

- *Corporate Marketing Analyst (Spring 2013 – Fall 2013)*
  - Proliferated sales through website analytics, trade marketing, and digital marketing
  - Analyzed sales data and created metrics in order to optimize marketing strategy
  - Developed business plans for senior management for future corporate strategy

**Russell G. Leboff, CEFP**

**NORTHWESTERN MUTUAL FINANCIAL NETWORK**

- *Licensed Financial Sales Representative* (Spring 2012 – Spring 2013)
  - Licensed and commissioned sales executive
  - Holistic financial planning for individuals, families and corporate entities
  - Exceeded sales goals for summer internship program. MVP Intern Award (2012)

**HAMPDEN – SYDNEY COLLEGE, FARMVILLE, VIRGINIA**

- All Old Dominion Athletic Conference (ODAC) Academic selection (2009 – 2013)
- Secretary of Hampden-Sydney College Mentor Program (2010 – 2013)
- Capital One® NCAA All-District Academic recipient

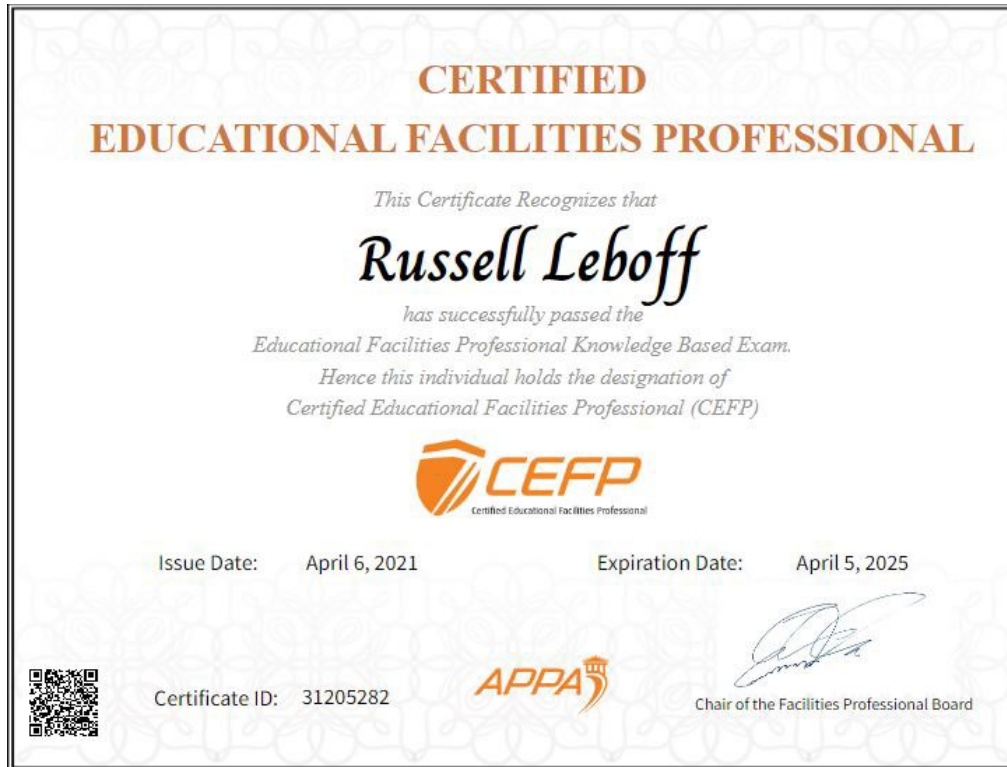
**Education**

**HAMPDEN-SYDNEY COLLEGE**

- *Bachelor’s Degree of Science (B.S), Mathematical Economics – Magna Cum Laude*
- *Minor in Foreign Languages (Spanish), professional working proficiency*
  - 3.70 GPA, Patrick Henry Honors Scholar for Academic Excellence
  - Inducted into *Phi Beta Kappa*, the nation’s oldest academic fraternity
- Technical Proficiency includes MS Word, Excel, PowerPoint, Outlook, intermediate C++ programming, Google Analytics

**Certifications**

- APPA CEFP (Certified Educational Facilities Professional) #31205282



## WILLIAM JOHN PIPP, CSFM CBLP

### SUMMARY OF QUALIFICATIONS

Vice President level experience, combined with a Bachelors degree and more than 20 years of facilities and grounds management.

- Supervisor experience
- Proven smart fiscal responsibility in sports field, facility, and landscape maintenance
- Experience with event management and logistics

### WORK EXPERIENCE

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>HES Facilities, National</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | September 2022- Present |
| <i>Vice President, Grounds Management</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                         |
| <ul style="list-style-type: none"> <li>• Assist sales team with pricing new accounts</li> <li>• Support existing grounds accounts and clients</li> <li>• Train employees on new innovations in the grounds industry</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                         |
| <b>HES Facilities, National</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 9/21-9/22               |
| <i>Operations Manager</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                         |
| <ul style="list-style-type: none"> <li>• Start up and transition new custodial and FM accounts in several states</li> <li>• Created company SOP's for startup and transitions</li> <li>• Trained new employees on company policies and procedures</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                         |
| <b>ABM Industries, National</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1/20-9/21               |
| <i>Director of Grounds</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                         |
| <ul style="list-style-type: none"> <li>• Represent company at national industry events</li> <li>• Act as a transition manager during startups specifically at Higher Education accounts</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                         |
| <b>ABM Industries, Regional</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1/15-1/20               |
| <i>Regional Grounds Manager</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                         |
| <ul style="list-style-type: none"> <li>• Support and assist with grounds accounts in the Southeast, Mid-Atlantic and Midwest</li> <li>• Train grounds managers on current safety policies and industry practices</li> <li>• Created and implemented a company standard for grounds inspections across the country</li> <li>• Work with client to resolve issues and concerns.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                   |                         |
| <b>ABM Industries, Ettrick Virginia</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 11/13-1/15              |
| <i>Grounds Manager at Virginia State University</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                         |
| <ul style="list-style-type: none"> <li>• Support University as a project manager for landscape projects for new and renovated construction projects. Stayed within budget with total costs exceeding \$500K</li> <li>• Assistance with developing a Landscape Master Plan</li> <li>• Oversight of a 300 acre Urban Campus</li> <li>• Support Athletic department in field renovations and Maintenance</li> <li>• Implemented a snow removal plan that kept campus open when other localities remained closed</li> </ul>                                                                                                                                                                                                                                                    |                         |
| <b>Upper Iowa University, Fayette Iowa</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 6/12 -11/13             |
| <i>Director of Grounds &amp; Transportation Coordinator</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                         |
| <ul style="list-style-type: none"> <li>• Responsible for the oversight of 120 acres of property, including walkways, turf, trees, sculptures and pest management</li> <li>• Assistance with developing and implementing a Landscape Master Plan</li> <li>• Assistance with planning for capital construction projects including a brand new \$7.5 Million football stadium and new student doms.</li> <li>• Preparation for NCAA Division II athletic events including mowing, painting and preparing facility for use.</li> <li>• Oversight of entire fleet operation including scheduling, processing user fees and maintenance</li> <li>• Proven sound fiscal management of grounds and fleet budget</li> <li>• 2012 Iowa Soccer Field of the Year recipient</li> </ul> |                         |
| <b>University of Colorado Athletics, Boulder Colorado</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 9/10 -6/12              |
| <i>Assistant Groundskeeper</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                         |
| <ul style="list-style-type: none"> <li>• Preparation for NCAA Division I athletic events including mowing, painting and preparing facility for use.</li> <li>• Preparation of playing surfaces for outside events.</li> <li>• Responsible for upkeep of University of Colorado athletic fields including, football, soccer, track and tennis.</li> <li>• Performed routine maintenance service to mowers, tractors and utility vehicles.</li> <li>• Assistance with maintenance of athletic facilities.</li> </ul>                                                                                                                                                                                                                                                         |                         |

**Hannibal Cavemen**, Hannibal Missouri 6/09-8/10

*Head Groundskeeper / Facility Director*

- Supervise the day to day operation and oversight of Clemens Field.
- Responsible for grow in of sod after initial April 2009 installation.
- Devised plans for major concert set up, as well as take down and repairs to field.

**Creative Surroundings Inc.**, Columbia Missouri 3/09-6/09

*Landscape Supervisor.*

- Assess and diagnose clients irrigation systems and repair as needed.
- Supervise a crew of 1 to 6 employees to complete landscape projects in a professional and timely matter.

**University of Missouri Athletics**, Columbia Missouri 1/09-6/09

*Turf Maintenance Specialist*

- Landscaping and upkeep of grounds around Mizzou Sports Complex.
- Assisting with oversight of playing conditions of soccer, softball and baseball fields.
- Minor maintenance of equipment and sports facilities.

**University of Missouri Athletics**, Columbia Missouri 8/04-1/09

*Student Assistant*

- General upkeep of athletic fields, primarily baseball, soccer and softball.
- Preparation for NCAA Division I regular and post-season events.
- Assess daily playing conditions of baseball facility.
- Maintenance of a variety warm and cool season grasses .

**Washington Nationals**, Washington DC 5/07-8/08

*Intern*

- Worked closely with Head Groundskeeper to assess and maintain a safe and playable surface in accordance with Major League Baseball standards.
- Preparation for DC United and Nationals games in same venue. (RFK Stadium)
- Assisted with outdoor landscaping in an urban setting.
- Experience with a variety of clay product.
- Repair and maintenance of bullpens as well as landscaping around Nationals Park.

**Boston Red Sox**, Boston Massachusetts 5/06-7/06

*Intern*

- Assisted with up keep of Fenway Park, playing surface.
- Preparation for Major League baseball games.
- Assisted with field preparation and repair for a Major Concert.
- Worked closely with Head Groundskeeper in renovation of Teddy Ebersol Fields in Boston.

**EDUCATION**

**B.S. Plant Sciences emphasis in Turfgrass Management**, December 2008  
University of Missouri, Columbia Missouri

**CERTIFICATIONS**

- Certified Sports Field Manager (CSFM)
- Accredited Snow Contractors Association Certified(ASCA-C)
- Chesapeake Bay Landscape Professional (CBLP)
- Virginia Certified Pesticide Applicator
- Virginia Certified Fertilizer Applicator
- New Jersey Certified Pesticide Applicator

**HONORS**

- 2008 Lobenstein Scholarship recipient
- 2012 Iowa Sports Turf Managers Association Soccer Field of the Year

**ACTIVITIES AND INTERESTS**

- Professional Grounds Management Society**- Member
- Sports Turf Managers Association** – Serve on the Ethics and Scholarship committees
- Lewis Ginter Botanical Garden**- Board of Associates
- Chesterfield County Parks and Recreation Commission**- Matoaca Commissioner

## Curtis Randall Glass

271 Seminole Drive  
Madison Heights VA 24572

Curtis.Glass@hes.com  
Cell: 434-665-1154

### Personal Summary:

*Experienced, practical, and forward thinking individual who has a thorough understanding of how Facility Management works. Able to resolve building problems in a fast, effective, and efficient manner. Comprehensive understanding of facility management and a proven track record of managing workplace environments. Thorough and effective communicator. Looking to advance, and take on the challenges of a new position to enhance work environment, overall health and growth of assigned accounts.*

### EXPERIENCE:

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| <b>Senior Regional Manager Mid-Atlantic Region, HES Facilities Management</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>May 2023 to present</b>      |
| <ul style="list-style-type: none"> <li>• Provide leadership and support to assigned accounts</li> <li>• Manage P&amp;L responsibilities for each account</li> <li>• Support management in developing strategies for expansion of business</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                     |                                 |
| <b>Regional Director of Operations-Education, ABM New England Region</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>July 2020-April 2023</b>     |
| <ul style="list-style-type: none"> <li>• Responsible for all operations in the New England region</li> <li>• Provide leadership and support to account managers</li> <li>• Manage P&amp;L responsibilities for each account</li> <li>• Support management in developing strategies for expansion of business</li> </ul>                                                                                                                                                                                                                                                                                                                  |                                 |
| <b>Regional Manager of Maintenance Operations, ABM New England Region</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>May 2019- June 2020</b>      |
| <ul style="list-style-type: none"> <li>• Manage all aspects of facilities maintenance at all accounts</li> <li>• Provide project management at all accounts</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                 |
| <b>Director of Facilities at Coatesville School District, ABM Coatesville, PA</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>May 2018-May 2019</b>        |
| <ul style="list-style-type: none"> <li>• Direct all aspects of facilities operation               <ul style="list-style-type: none"> <li>○ Manage 7 million dollar facilities budget for the School District                   <ul style="list-style-type: none"> <li>▪ Capital Project Management</li> <li>▪ Manage all contracted services</li> <li>▪ Facility Purchasing</li> <li>▪ Responsible for Environmental Health and Safety Compliance</li> </ul> </li> <li>○ P&amp;L Management for ABM FOM and Custodial accounts</li> <li>○ Manage over 100 employees to include District, Union, and ABM employees</li> </ul> </li> </ul> |                                 |
| <b>General Manager, GCA Services Group an ABM Company, Smithfield, VA</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>October 2017 –May 2018</b>   |
| <ul style="list-style-type: none"> <li>• Direct 2 managers and over 75 employees</li> <li>• P&amp;L Management for a 2.08-million-dollar account</li> <li>• Act as liaison between GCA and education management</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                               |                                 |
| <b>Maintenance Account Manager, GCA Services Group Smithfield, Virginia</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>June 2017 – October 2017</b> |
| <ul style="list-style-type: none"> <li>• Manager of 12 employees</li> <li>• Monthly P&amp;L Management</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                 |

**Creative Conservation, Inc. Ashland, Virginia**

**June 2015 – May 2016**

- Outside sales
- Commercial estimating and project management

**Virginia Foam Insulators, Inc. Madison Heights, Virginia**

**August 2009 – June 2015**

- Outside Sales
- Crew and project Management for all phases
- Safety coordinator

**Glad Manufacturing, Inc. Amherst, Virginia**

**June 2008 – August 2009**

➤ **Project Manager**

- Managed employees during various capital projects totaling more than \$500,000 fiscal year 2009
- Responsible for purchasing labor and vertical startup of various pieces of machinery
- Responsible for interviewing and hiring of new employees associated with the workforce required for the capital projects

➤ **Maintenance Mechanic**

**June 1992 – June 2008**

- Responsible for insuring that all machines were running efficiently
- Responsible for operation and repair of secondary plant equipment such as compressors, air dryers, HVAC units, Chillers, Boilers etc.
- Shift Emergency Response Team leader

**United States Air Force Staff Sergeant, Aircraft Maintenance Technician**

**April 1986 – June 1992**

- Service and maintenance of C-141 Aircraft

**Education / Technical Skills / Training**

- 
- Associates Degree Aircraft Maintenance Community College of the Air Force 1987 – 1988
  - Clorox Capital Project Management Training
  - Rockwell Software Customized PLC Training
  - Electrical Troubleshooting & Preventative Maintenance
  - EPA Certified Refrigerant Universal
  - Arc flash Hazard Training
  - Machining (milling/turning)
  - Arc/Mig welding
  - Advanced Hydraulic Training
  - Advanced Pneumatics Training



John I. Bloom

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Madison Heights, VA 24572

434 944 6890  
[bjc1964@yahoo.com](mailto:bjc1964@yahoo.com)

**Objective:**

Seeking a position with HES Facilities Maintenance Management team to apply my 21 years of military experience in maintenance and management, and 15 years of facilities management. To serve HES as a Regional Manager and grow the business using my 36 years of experience.

**Professional Summary:**

21 years of military service in aircraft maintenance, 15 years in maintenance management. Primary duties included performing maintenance on a variety of systems and enforcing safe maintenance practices. Supervised and led over 60 personnel in 4 different maintenance specialties to ensure on time mission execution.

Fifteen years in Facilities Maintenance Management with a \$19B, top 10 defense contractor. Managing all aspects of maintenance, grounds, and cleaning of 17 locations throughout the US, Canada, and Brazil.

**Relevant Professional Experience:**

Maintenance Management:

- Managed \$700 million in assets and lead over 60 maintenance personnel to complete all maintenance in a timely manner.
- Led maintenance teams in repair of major support systems on a daily basis to eliminate any impact to business.
- Coordinated scheduled maintenance inspections and repairs for on-site assets, preventing downtime and longer life assets.
- Approved and planned all projects: Developed SOW, initiated bidding, selected contractor, and managed to completion.

Facilities Maintenance Management:

- Responsible for all maintenance of 2 main campus facilities and 15 field sites that support over 2,000 employees.
- Perform troubleshooting and repair of HVAC, electrical, plumbing, construction projects and general maintenance within a determined budget.
- Manage janitorial services from development of SOW, bidding process to awarding the contract. Hold bi-monthly walk throughs and reviews of service.
- Responsible for landscape and snow removal of main campus facilities. Ensured landscape standards are met and snow events are attended to in a timely manner, providing a safe environment for all employees.
- Approve all requisitions for facilities maintenance, cleaning, and landscape. Continue to seek cost savings opportunities.

Training and Development:

- Graduate of the Senior Level Management and Leadership Academy 2002, Mid Level Management and Leadership Academy 1996.
- Experienced and formally trained in schematic/blueprint/troubleshooting of avionics, electrical, hydraulic, pneumatic, and mechanical systems.
- Maintained DOD Secret periodic reinvestigation position 6 in Joint Personnel Access Program (JPAS) security clearance for 21 years.
- Well-rounded individual, experienced and trained on multiple systems with an exceptional maintenance background. Dedicated employee that strives for new challenges.

Employment History:

|                                                                          |                                 |
|--------------------------------------------------------------------------|---------------------------------|
| L3Harris Technologies<br>Manager, Facilities Maintenance, EH&S           | 2008 – Present<br>Lynchburg, VA |
| DOSCO Design Build<br>Project Manager                                    | 2006 – 2008<br>Rosemount, MN    |
| Tri Tech Laboratories<br>Quality Assurance Supervisor                    | 2005- 2006<br>Lynchburg, VA     |
| United States Air Force<br>Master Sergeant (Retired) Maintenance/Manager | 1984 - 2005<br>Worldwide        |

Professional Education/Experience

- A.A.S. Maintenance Technology, 2005, Community College of the Air Force.
- FAA Airframe and Power plant rating (A7P) 1992, St Phillips College San Antonio, TX.
- B.S. Professional Aeronautics – **75 semester hours completed**, Embry Riddle Aeronautical University.  
Major: Maintenance Management – Minor Aviation Safety.

Computer skills: Experienced in Microsoft Word, Excel, Word Perfect, Power Point, SAP, CAD, Ariba and Outlook. Adapt easily to new programs.

## STAFFING SUMMARY FOR SPS

SPS facilities will receive turnkey custodial services and full staffing by utilizing current SPS staff and HES complementing/replaced staff as we move forward. The cost for each replaced SPS custodian or groundskeeping tech will be **\$39,921** and will increase contract price via amendment by the stated amount. This represents a cost benefit to SPS of approximately \$10,000 with each HES backfill. **The SPS building techs and head custodians will remain on the division's payroll and under their supervision to ensure benefits are not lost. All other positions will be supervised and managed by HES.**

HES team members assigned to SPS facilities will be qualified and capable. Our goal is to identify team members who are the best fit for their current position and capable of growing into roles of greater responsibility.

To achieve this, your HES | SPS team will receive cross-training as part of our monthly skills improvement program. This serves two purposes:

- Cross-training promotes a better understanding of equipment, supplies, and processes, which in turn creates a safer workplace.
- A staffing plan that can be modified as changes to your facilities may occur to best meet your needs. Our proposed program includes uninterrupted and continuous facility supervision and cleaning activities according to your specifications.

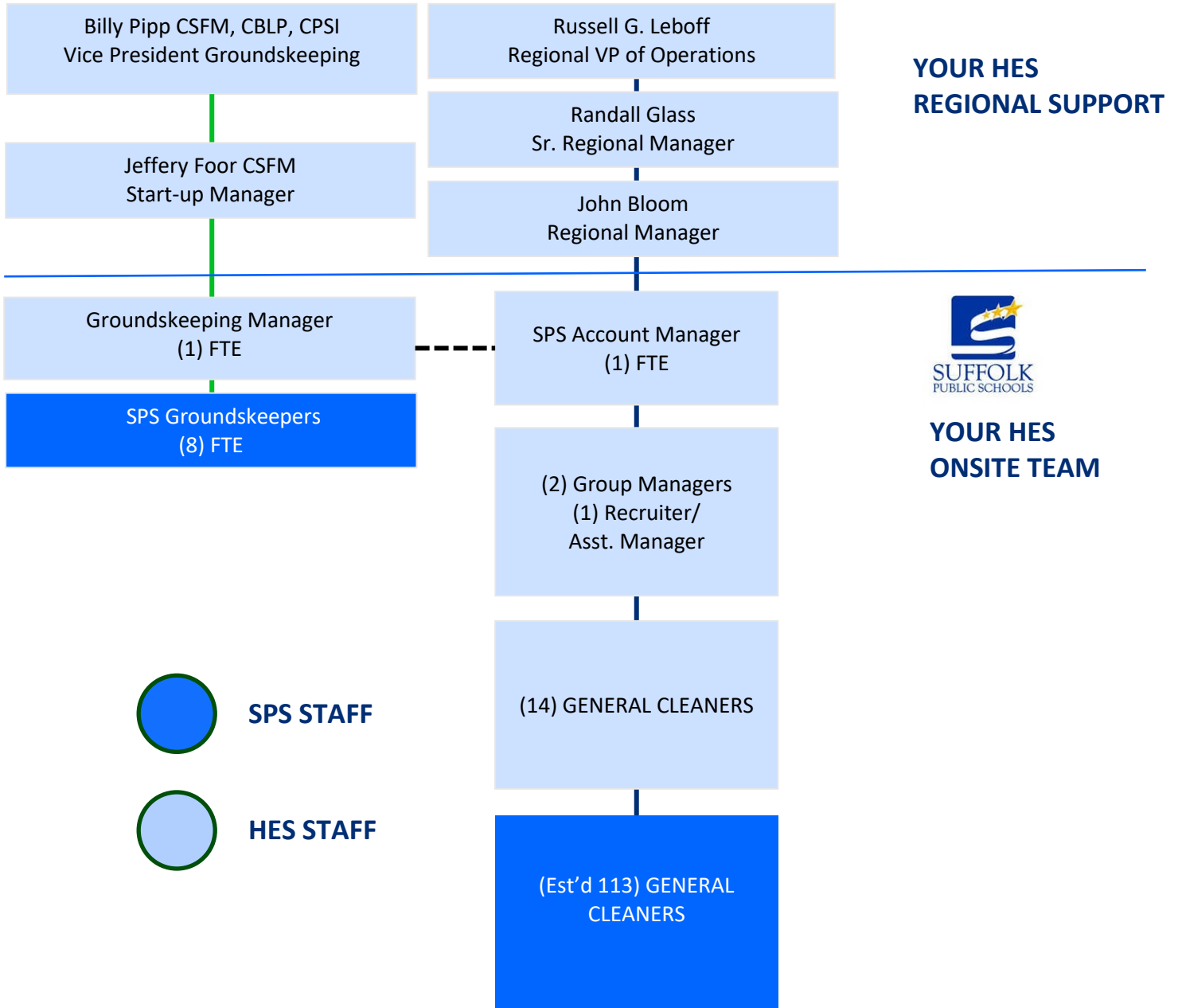
SPS will have 24/7/365 access to your account manager, zone managers and regional manager for quick response to emergencies, ad hoc requests, or event coverage. Your dedicated account manager serves as a direct point of contact for building administrators, district leadership, and the custodial team. **Your principals will remain in control without the administrative management burdens.**

## STAFFING STRUCTURE

Your program will be administered in a traditional hierarchical style. Day and evening activities will be planned and organized by your Regional Operations Manager. These tasks will then be assigned, delegated, and inspected by your local Account Manager, who will be onsite.

Please see organization chart that follows.

Project Organizational Chart



Following a thorough analysis of your facilities' usage, including extracurricular and community events that may take place outside of regular school hours, we offer the proposed staffing plan outlined below, which has already been implemented and has proven successful in each of your facilities. This staffing model will continue serving as the base staffing level for the term of this contract.

### STAFF UNIFORMS, BADGES & APPEARANCE

A uniform program is essential to the pride team members have in their work and to the overall professionalism and quality of your program.

New uniforms are included as part of your HES program. Team members will be issued shirts or smocks bearing the HES and/or SPS logo. Color schemes and joint logos for the uniforms can be customized for SPS to promote connectivity between our teams.



HES team members are required to wear co-branded uniforms on your premises and must always display a photo identification badge. It is our manager's responsibility to ensure that all team members comply.

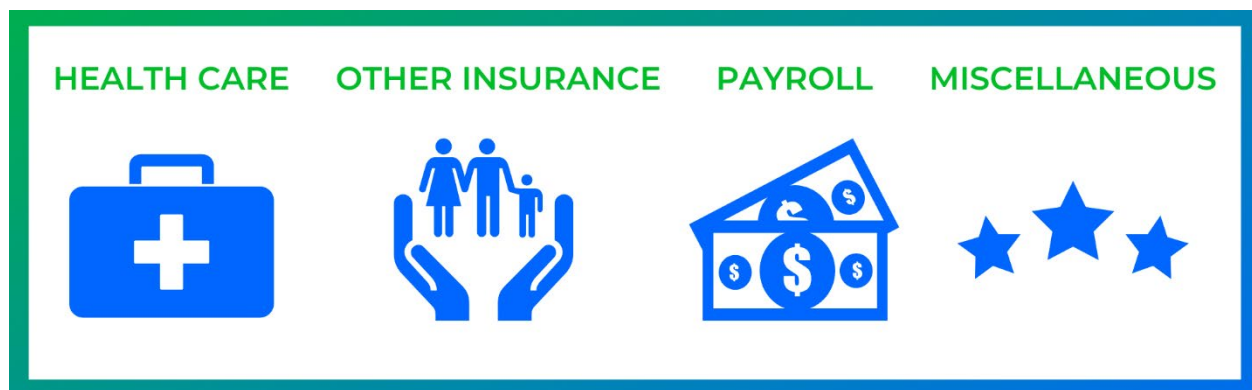
All uniforms will be in good repair and condition. Proper personal grooming is also always reinforced.



## EMPLOYEE BENEFIT PROGRAMS

We promise transparency from start to finish. By appropriately gauging wage rates and offering pay above the industry average, HES attracts and retains team members who best represent our company and SPS.

We maintain a commitment to every team member to provide a working atmosphere that is safe, challenging, exciting, and rewarding. Part of that commitment includes merit-based pay rather than tenure alone. This creates dynamic opportunities for team members who continuously meet or exceed our – and your – expectations. As their skills and ambition become apparent, we take note, preparing them for promotion and a fulfilling career with HES.



### Benefits At A Glance

We place a strong emphasis on positive labor relations and retention. To that end, we offer a wide range of benefits to eligible team members, including:

- Medical
- Dental
- Vision
- Prescription drug benefits
- Disability
- Life insurance
- Accident insurance
- AD&D
- 401(k) retirement savings plan (after 90 days of employment)
- Payroll options: direct deposit, Skylight pay card, or DailyPay
- Vacation pay
- Paid holidays
- Uniforms

Our complete benefits guide has been provided as a separate PDF.

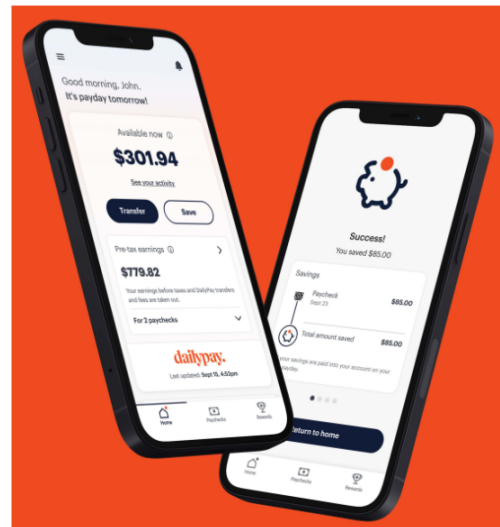
## DAILYPAY

HES Facilities utilizes DailyPay, an optional benefit (app or website) that allows employees to access their earned money before payday and easily track how much they are making. DailyPay is connected to the HES timekeeping system and receives automated reports of each employee's hours worked. Their "Available Balance" increases every time they work. This benefit is available to both full-time and part-time employees, and they can make up to five transfers, amounting to up to \$1,000, per day.

# daily pay.

## ALLOWS TEAM MEMBERS TO:

- Choose when they get paid
- Access their pay sooner
- Save up for bills
- Avoid late fees
- Monitor real-time earnings



## RECRUITMENT PROGRAM

It all begins with a plan and the plan starts with effective recruiting, hiring, on-boarding, and workforce participation. You can be staffed 100%, but if only 50% show up, you have a real problem getting clean, safe, great-looking schools. We fix this problem with proven methods.

In keeping with our vision, mission, and values, we actively recruit and cultivate the most qualified, highly skilled, and motivated team members. We appreciate our team members and the unique strengths they each contribute. Staying connected with them improves retention and recruiting results.

We realize the unprecedented challenges facing all employers with getting and keeping talented loyal staff. Ever-increasing wages and increased benefit offerings are placing extreme pressure on all human resources teams to find and keep valuable staff. To address these challenges, HES has evolved from typical service providers' site-based recruiting models to one that is much more effective. The following actions have allowed HES to maintain at or close to 100% staffing in regional accounts close to SPS.

There are four efforts that contribute to our success:

- **Accurate wages and benefits** – meaning we have done our due diligence to understand what's competitive, what gets custodians, what gets them to work, and what keeps them working for SPS. While important, it won't matter unless they are respected and valued – we do that!
- **Technology** – a powerful tool that efficiently and effectively pulls in all available candidates for consideration and automatically filters and sorts the positions to the appropriate hiring managers for immediate follow up, backed by another automated process to force time sensitive action, hiring, interviewing, and on-boarding. The system creates a sense of urgency to nudge us to follow-up quickly with a sophisticated visual dashboard.
- **Increased recruiting resources** – we have 16 corporate and local staff involved in recruiting for SPS. Ten are dedicated corporate recruiters – that's Job #1. Six are the managers and our recruiter who will serve SPS. However, the managers get tremendous support from the technology and the corporate team so they can spend most of their time training, coaching staff and delivering a best-in-class program for you.
- **Recruiting, attendance, and retention incentives** – HES implemented financial incentives and positive actions that reward and recognize staff for coming to HES and staying with HES. All recruiting efforts are backed up by ample support and respect for every staff member. **We understand what is required as our own CEO started his career as a custodian in Knox County Schools, TN.**



Learn more about our commitment to proper staffing in the Recruiting, Screening & Onboarding section on the following pages.

## RECRUITING, SCREENING & ONBOARDING

In keeping with our vision, mission, and values, we actively recruit and cultivate the most qualified, highly skilled, and motivated team members. We appreciate our team members and the unique strengths they each contribute.

HES's decades of experience have given us critical insight into labor markets across the country, as well as a longstanding reputation as the employer of choice in our industry.

### OUR HIRING PROMISE

Our Hiring Promise helps build engagement and connection by ensuring the right people are in the right roles. We promise to:

- Hire neatly groomed, responsible team members
- Hire team members who exhibit strong work habits and take pride in their work
- Use a behavioral assessment and behavioral-based interviewing to select the best candidates
- Look for a solid and steady work history
- Hire team members who are aligned with our value system
- Obtain a thorough, criminal background check
- Hire only legally documented and authorized workers
- Reward team members for new referrals
- Participate in E-Verify®
- Conduct pre-employment drug screening when requested

**HES**  
FACILITIES MANAGEMENT

**JOIN THE HES TEAM!**

- FULL & PART-TIME ROLES
- GREAT STARTING WAGE
- COMPETITIVE BENEFITS
- ROOM TO GROW

**BROWSE ALL CURRENT OPENINGS:**  
[HES.COM/CAREERS](https://www.hes.com/careers)

**LEARN MORE**  
[HES.COM](https://www.hes.com)

**SUFFOLK PUBLIC SCHOOLS**

### HR STARTUP TEAM

Our human resources startup team is ready to oversee the recruiting, screening, and onboarding process. We do this away from your facilities, so there's no disruption to your learning environment.



To recruit, screen, and hire the right team for SPS, An HES recruitment director will seek candidates on a rolling basis via:

- Walk-in-interview opportunities in your community
- HES employment phone line
- Job search websites such as LinkedIn or Indeed
- Social media
- Employment offices
- Career centers
- Veteran services centers

In addition, new hires are often referred to us by existing employees – a demonstration of the mutual respect our team members and managers hold for each other.

To encourage personal referrals, our Employee Recommendation Program rewards current HES team members with \$100 for each candidate they recommend who is successfully hired by HES. For every five new hires, the recommending team member will receive one additional day of paid time off. **SPS staff included!**

### COMMITMENT TO DIVERSITY

You deserve a facility service provider with a clear, sustained commitment to diversity and inclusion. We proudly share our proven track record through our hiring, recognition, and retention policies.

### DRUG-FREE WORKPLACE

HES takes drug and alcohol abuse seriously and is committed to providing a substance-free workplace. For this policy, the term “drug” includes alcoholic beverages, prescription drugs, illegal inhalants, and illegal drugs. While we encourage any employee with a problem to contact his or her manager regarding possible assistance through insurance, we are a zero-tolerance organization.

To maintain our high safety standards and reduce accidents, HES strictly prohibits consuming, selling, possessing, or purchasing any alcoholic beverage or controlled or illegal substance on school district premises, in a company vehicle, or while carrying out company business. All team members must comply with this policy as a condition of employment. Any team member violating this policy will be subject to disciplinary action up to and including termination. The only exception is for legal drugs prescribed to the team member and used in the manner prescribed.

Any HES team member who has been convicted under any criminal drug statute for a violation occurring in the workplace must report that conviction to HES no later than three (3) days after the conviction. The Company shall proceed with discipline within 30 days after receiving notice of the conviction.

In an instance where we suspect a team member may be under the influence at work, reasonable suspicion testing will be performed.

**HIRING EVENT**

**HES**  
FACILITIES MANAGEMENT

**SUFFOLK**  
PUBLIC SCHOOLS

**FIRST SHIFT TEAM MEMBERS NEEDED**  
**3 DAYS / 3 LOCATIONS**

| JULY 29              | JULY 30    | JULY 31     |
|----------------------|------------|-------------|
| 10AM - 6PM           | 8AM - 3PM  | 8AM - 3PM   |
| MIDDLE / HIGH SCHOOL | ELEMENTARY | HIGH SCHOOL |

**PER STATE AND COUNTY MANDATE, ALL APPLICANTS MUST WEAR FACE MASKS TO THE HIRING EVENT.**

Please bring proper ID required to verify employment eligibility to work in the US in order to complete your I-9 (please refer to list of acceptable documents at <https://www.uscis.gov/i-9>).

#employment is contingent upon the successful completion of our background check and fingerprint clearance.  
SPS Facilities LLC is an Equal Opportunity Employer (EOE). Qualified applicants are encouraged for employment without regard to age, race, color, religion, sex, national origin, marital status, disability, or veteran status.

**EVerify**  
City of Elizabeth  
New Jersey

**HES.COM**

In the event of workplace injuries, all involved team members undergo a drug test as part of the standard process of recording the accident in our OSHA logs.

### CURRENT SCHOOL DISTRICT STAFF

In many transitions, clients have asked us how we can help an existing workforce transition into a higher-performing HES team – especially those SPS staff approaching retirement. We believe the difference is rooted in mutual respect, professional empowerment, and personal accountability. We want to be part of your school division and the SPS community.

This commitment helps smooth the transition process to HES and ensures the preservation of important institutional knowledge from existing and retired SPS staff.



### LEAD CUSTODIANS

HES remains dedicated to hiring and training qualified supervisors for each SPS location if desired. As with all hourly team members, we are excited to consider current head custodians endorsed by SPS or promote team members who demonstrate talent, ability, and willingness to lead. **As we move forward, if beneficial to SPS, we can assume backfill SPS head custodians and building techs.**

Through our rigorous advancement program, supervisors, assistant supervisors, and potential supervisors participate in a combination of on-the-job and classroom instruction. The program details supervisory job duties and guides candidates in leading team members positively and professionally. When supervisors in training reach full competence, they are evaluated and certified.

### MANAGERS

All managers are experienced service providers and have trained with HES senior leadership and HR trainers before being assigned to their respective positions. With expertise in cleaning techniques and safety management, they also have essential skills and background to motivate cohesive, high-achieving teams.

The managers are directly responsible for the completion of the cleaning tasks in all areas of the project. During each shift’s activities, the management team will inspect assignments to ensure cleaning is completed to specification.

Inspections include documentation of task completion and work quality. This data is analyzed, and project performance is tracked and shared with all levels of management. Learn more in the Quality Assurance section of this proposal.

### ABSENCE MANAGEMENT

HES plans for seasonal work requirements, scheduled events, sick leave, and vacation by building a permanent group of trained substitute team members into your program. This ensures appropriate staffing for SPS at all times, even when unexpected absences occur.

We always manage for appropriate staffing levels and do not tolerate habitual tardiness or missed shifts. While some absences cannot be avoided, your staffing levels and program quality will remain intact thanks to our pool of pre-approved substitute employees and willing on-call employees.

We require custodial employees to notify us of an expected absence no later than 6:30 a.m. before a day shift and no later than 11 a.m. before an afternoon/evening shift, and again at least twelve (12) hours before they plan to return to work.

Once we are informed of an absence, we assign a substitute or on-call team member to complete your HES team for the day. On average, approximately 30% of HES employees choose to register for on-call opportunities.

## REPLACING HEAD CUSTODIANS (IF DESIRED) & MANAGERS

As in any organization, management positions may occasionally open, whether because of promotion or other circumstances.

We require that all management candidates have, at a minimum, credentials equivalent to the manager being replaced. All proposed final candidates will be screened by HES and presented to SPS for review and approval. Because your vantage point from within SPS is unique, we genuinely look forward to your involvement in the hiring process.

Our robust recruiting and hiring capabilities allow us to identify management candidates through several channels, including our manager-in-training program, personal recommendation, and postings at the HES office and on the HES employment phone line.

Internal candidates chosen for promotion enter their new roles in a probationary capacity. If they are unable to meet the requirements of the new position during the probationary period, we may allow them to return to their previous job classifications.

## SCREENING

### E-Verify

We use E-Verify to confirm that every team member we hire for SPS is eligible to work in the United States and has proper Social Security information.

Our diversity partners are required to use E-Verify to confirm the work authorization status of all new hires. As HES finalizes any contractual agreement, partners must provide an affidavit stating that they do not employ, contract, or subcontract with any undocumented worker.

### Applicant tracking system

To recruit, hire, and onboard the right team members, we use **Hire by Work Wave**, a robust applicant tracking system. Hire by Work Wave guarantees regulatory compliance and provides electronic record keeping and data storage.

All recruitment ads route candidates directly through Hire by Work Wave. This streamlined approach to recruitment and hiring allows us to focus on creating the best team for your needs.

## Background checks

The quality of our team members is of paramount importance to the success and well-being of SPS's educational environment.

We partner with Liberty Screening to conduct background checks and administer pre-adverse and adverse action notices. Liberty provides a streamlined, inviting, user-friendly experience, and all processes comply with federal laws under the Fair Credit Reporting Act and Equal Employment Opportunity standards.

Background checks include:

- Social Security trace
- Multi-jurisdictional criminal search, including a 50-state sex offender database
- County criminal search – all lived
- Federal criminal search
- Driver's history report
- Pre-employment drug test – 5 & 7 Panels

At present, our screening process for new hires takes 36-48 hours, creating an efficient but thorough experience. SPS shall have the right to designate that any person is immediately removed and replaced should they engage in rule or policy violations that justify such removal.

## **ONBOARDING**

Upon hire, team members receive necessary identification, uniforms, personal protective equipment, and training for their assigned role and scope of work.

## **EMPLOYEE RECOGNITION AND INCENTIVES**

Recognizing our employees is crucial to our organization. We believe that recognition is important, and we know that Principals can recommend employees for specific awards. Certainly, we love that aspect of our program, but we also have other components as well. A snapshot of our recognition include:

- **Principal Recognition-** Principals will have the opportunity to nominate employees for awards via our report cards.
- **Management Recommendation-** Management working in the field will also have the opportunity to make nominations for recognition.
- **Peer-to-Peer Recognition-** The Society of Human Resource Management reports a high correlation between employee engagement and peer-to-peer recognition. In fact, according to a survey by Globoforce and SHRM on employee recognition, 90% of workers noted that a values-based, peer-to-peer recognition made them more satisfied with their work. Therefore, we will also provide the opportunity through email and/or text for employees to nominate fellow workers for going above and beyond!

Some of our Programs include:

- Employee and School of the Month (Elementary, Middle, High School/Office)
- Employee and School of the Year (Elementary, Middle, High School/Office)
- Impact Award- Given to an employee who has made a major impact at their school
- Employee Recognition Dinner (May or June)
- Lead Employee of the Year
- Manager of the Year
- Community Leader of the Year



Team Meetings

Regular team meetings are used for training or performance recognition and building a sense of belonging and camaraderie.

Open Door Policy

Our goal is to ensure that all team members know they can use this tool to seek clarity on an issue, ask for assistance, or resolve a dispute. We want each staff member to know they are important and can reach out to anyone in the organization for support, advice, or insight.

**JOIN OUR REFERRAL PROGRAM**

**How it works**

1. Refer a friend to work for HES
2. If friend works for 90 days
3. You will receive \$100.00

Recruiting Bonuses

Recruiting bonuses are paid to District staff and HES staff who refer new hires to us and work at least 90 days.

Perfect Attendance Raffle Program

Additionally, we reward good attendance with bonuses and incentives. We can have 100% staffing, but it doesn't matter if they don't come to work.

**Do you have Perfect attendance?**

HES is excited to introduce a new program for all employees to participate in!

When you have a perfect attendance for the month you will receive a raffle ticket and have a chance to win a prize!

**Rules:**

- ❖ Must have 100% attendance all month
- (Emergencies/sickness/family deaths will not count against you)
- ❖ Must be on time all month

If you receive a raffle ticket you will be entered for a chance to win fun prizes!

Don't despair, if you don't win a prize on your first try your ticket will remain in the hat for another chance to win next time!

## PERSONNEL POLICY & EMPLOYEE HANDBOOK

All team members receive an employee handbook upon hire. The handbook was developed to outline the expectations, policies, programs, and benefits of working at HES. We encourage team members to familiarize themselves with the handbook as soon as possible and is available upon request.

In addition to the benefits listed on page 34, HES offers other benefits and perks noted below.



## MORE BENEFITS

| Benefit                        | >30 Hrs. | QUALIFIER                                          | Description                                 |
|--------------------------------|----------|----------------------------------------------------|---------------------------------------------|
| Retirement 401K                | X        | 90 Days                                            | Employee eligible to contribute             |
| Healthcare                     | X        | 1 <sup>st</sup> day of the month following 60 days | Employee only – \$71.54 per pay period.     |
| Vision                         | X        | 1 <sup>st</sup> day of the month following 60 days | Employee only – \$2.89 per pay period.      |
| Dental                         | X        | 1 <sup>st</sup> day of the month following 60 days | Employee only - \$13.01 per pay period.     |
| Prescription Drug              | X        | 1 <sup>st</sup> day of the month following 60 days | Included in Medical plan.                   |
| Disability                     | X        | 1 <sup>st</sup> day of the month following 60 days | 60% of weekly income for 12 weeks.          |
| Life Insurance                 | X        | 1 <sup>st</sup> day of the month following 60 days | HES pays for \$15,000.00 policy.            |
| Accident Insurance             | X        | 1 <sup>st</sup> day of the month following 60 days | Available as supplemental benefit.          |
| Recruiting Incentives          | X        | 90 days employed                                   | \$100 per referral, SPS staff too, no cap   |
| Attendance Rewards             | X        | Immediately                                        | \$/Prize Raffles at quarterly meetings      |
| Daily Pay                      | X        | Once work is completed                             | Employees have access to pay daily          |
| New Tools, Equipment, Uniforms | X        | Immediately                                        | Investment in people, better tools, attire  |
| Employee Development           | X        | Immediately                                        | Cross train, train the trainer, advancement |



## CUSTODIAL EQUIPMENT AND SUPPLIES ENTIRE DIVISION

Review the supply and equipment lists below, and you will see the specific brands of equipment and supplies that we will introduce and continue to use.

| Equipment List               | Qty. |
|------------------------------|------|
| Low Speed Electrical Buffer  | 22   |
| Backpack Vac/Hip Pak Vacs    | 12   |
| Propane Buffer 21"           | 14   |
| Propane Buffer 24"           | 8    |
| Wet/Dry Vac                  | 22   |
| Rider Scrubber               | 3    |
| Auto Scrubber 26"            | 8    |
| Auto Scrubber 20"            | 11   |
| Bathroom Cleaning Machine    | 10   |
| Small Carpet Extractor       | 5    |
| carpet fan                   | 15   |
| Trailer for moving equipment | 1    |
| Doodle Scrub                 | 2    |
| Gator/ Golf carts            | 0    |
| Whittaker 20" Trio           | 4    |
| Super Stripper 24"           | 3    |
| Vehicles                     | 3    |
|                              |      |
| Product                      | Qty. |
| Upright Vacs (Hepa)          | 75   |
| Rubbermaid Janitor Cart      | 50   |
| 44-gal trash container       | 25   |
| Trash dolly                  | 25   |
| mop bucket/wringer           | 70   |
| Mop handle                   | 70   |
| dust mop handle              | 98   |
| Dust Mop Frame 24"           | 50   |
| Dust Mop Frame 48"           | 22   |
| Dust Mop Frame 60"           | 22   |
| Lobby Dustpan                | 100  |
| Broom angle sweep            | 100  |
| Tilt Truck 1 cu yd           | 11   |
| Tilt Truck 1/2 yd            | 11   |
| Propane Cages                | 22   |
| Wet floor sign               | 100  |
| Set-ups                      | 100  |

### REPLACEMENT EQUIPMENT POLICY

HES is proud of our strong vendor relationships who not only provide training to our staff and yours, but they also provide maintenance, repair, and replacement of all supplied equipment, and they will provide loaner equipment if something goes down and repair or replacement will take longer than the required business needs.

Program includes **\$584,790.62** in new equipment, vehicles, and tools.



## SUPPLY DISTRIBUTION PARTNERSHIP

As a partner of SPS and the surrounding community, we are careful to choose qualified, capable suppliers and make a good-faith effort to work with local suppliers whenever possible.

We will work with supply manufacturer Spartan Chemical to offer on-the-job training and continuing education sessions, covering cleaning techniques and industry topics that can improve your daily service.

### Cleaning Products

Cleaner facilities need the right tools and supplies. We draw from an established list of cleaning products and disinfectants, both for standard cleaning tasks and for best practices related to COVID-19 decontaminating.

#### INTEGRATED DISINFECTING SUPPLIES

| Product Name                         | Product Information                                                                         |
|--------------------------------------|---------------------------------------------------------------------------------------------|
| EPA-N and Pathogen-N disinfectants   | One-minute emerging kill claims for the COVID-19 virus                                      |
| SiQuat                               | Antimicrobial finish that continually fights contamination on surfaces between applications |
| Adenosine Triphosphate (ATP) testing | To document the efficacy of disinfection and decontamination tasks                          |
| Electrostatic spray technology       | For the more effective, efficient application of disinfectants                              |

#### STANDARD CLEANING PRODUCTS

| Product Name                               | Manufacturer     |
|--------------------------------------------|------------------|
| Tropical Airlift 13                        | Spartan Chemical |
| Clean by Peroxy                            | Spartan Chemical |
| Damp Mop 8                                 | Spartan Chemical |
| X-Effect Non-Alkaline Disinfectant Cleaner | Spartan Chemical |
| GS Neutral Disinfectant Cleaner            | Spartan Chemical |
| NABC Concentrate 1                         | Spartan Chemical |
| Multi-Surface Cleaner 4                    | Spartan Chemical |
| TriBase Multi-Purpose Cleaner              | Spartan Chemical |
| Xcelente Multi-Purpose                     | Spartan Chemical |
| Deep Luster Stainless Steel Cleaner        | Spartan Chemical |



|                               |                  |
|-------------------------------|------------------|
| Cranberry Ice Foam Soap       | Spartan Chemical |
| EnduraStrip                   | Spartan Chemical |
| iShine Floor Finish           | Spartan Chemical |
| Shineline Emulsifier Plus     | Spartan Chemical |
| The Fixx Premium Floor Finish | Spartan Chemical |
| Shineline Emulsifier Plus     | Spartan Chemical |

## COMMITMENT TO SUSTAINABILITY

Our commitment to sustainability – much like our approach to business – is one of partnership and shared dedication. From involvement in environmental campaigns to the development of temperature policies, we collaborate with clients to care for the environment. It’s just the right thing to do.

That’s why we extend the standard scope of services in supplemental areas consistent with the groundbreaking work of the Sustainable Endowments Institute. We concentrate on measurable results for an approach that contributes real value to your sustainability goals.

Actions that back our commitment to a more sustainable world include:

- Environmental education and training for team members
- Compliance with environmental laws and regulations
- Reducing consumption of raw materials and energy
- Being a catalyst for environmental issues
- Analysis of waste streams
- Biodiversity
- Resource efficiency and waste
- Water conservation
- Sustainable construction and renovation

At SPS’s request, we can expand our scope of services to include maintenance of:

- Climate action plans
- Carbon footprint analysis
- Greenhouse gas inventories
- Environmental management systems
- Benchmark surveys



## GREEN CLEANING GUIDELINES

HES is committed to reducing the exposure of building occupants and personnel to potentially hazardous cleaning chemicals and custodial contaminants that adversely impact air quality, occupant well-being, and the environment.

We intend to create and follow green cleaning guidelines utilizing training, supervision, and tracking and recording the impact of chemicals used. To meet this objective, operations staff and building tenants are contractually required to comply with the following comprehensive green cleaning plan, as follows:

### Only use Greenseal GS-37 approved products

HES has worked closely with our chemical partners to provide the necessary products and services related to green cleaning/LEED.

The standard environmental requirements for industrial and institutional general-purpose bathrooms and glass cleaners are available at [www.gfeenseal.org](http://www.gfeenseal.org).

GreenSeal provides a list of cleaning products whose criteria are evaluated based on the GS-37 standard. These products and manufacturers are approved for use under this policy.

In addition to GS-37, we are also governed by GS-40 (floor care products for industrial and institutional use), GS-34 (degreasing agents for industrial and institutional use), and GS-53 (specialty cleaning products for industrial and institutional use).

### Avoid prohibited chemicals

The Janitorial Products Pollution Prevention Project lists high-risk chemicals and products to avoid due to health, safety, and environmental risks to users and building occupants.

In the event a cleaning fluid is required but not covered by GreenSeal GS-37, operations staff must demonstrate the product meets the California Code of Regulations for low-VOC cleaning products before use (<https://ww2.arb.ca.gov/our-work/programs/consumer-products-program/current-regulations>).

### Educate operations staff & building occupants

Educate operations staff (including administrative procurement staff) and occupants on the reference standards above.

Education shall consist of "show me" training through one-on-one training and/or team meetings. Education occurs at the onset of employment with periodic retraining, as necessary.

### Use concentrated products & mixing stations

Concentrated cleaning products should be used when available. Use mixing stations that precisely mix the dilutions of concentrated products. Follow the manufacturer's instructions, and do not overuse concentrated chemicals.

### Tracking & procurement

Before purchasing cleaning supplies, chemicals, and equipment, a list of proposed items to be purchased and used in your buildings, along with their safety data sheets (SDS) and GreenSeal certifications, must be submitted to building management for pre-approval.

After cleaning operations are established, maintain records of all purchases, maintenance, and inspections of all cleaning fluid and housekeeping supplies used.

Keep training records for each team member that track the topics covered, define roles and responsibilities, and note areas of non-compliance and corrective action if required.

These records can be used in scheduling workers to ensure that everyone is properly trained before being assigned to any task. Copies of training records, equipment logs, and purchase logs are to be turned in to building management for review.

### **STRATEGY FOR MEETING GREEN CLEANING REQUIREMENTS**

As your custodial services provider, HES will take a leadership role in helping you achieve the points for LEED certification in the areas that we can impact.

We will work with you to assist in achieving points in the following categories:

- LEED-EB Credit 5.1 – Occupant Recycling
- LEED-EB IEQ-3.5 – Entryway Systems
- LEED-EB – MR 2 – Waste Stream Audit

Upon request, we can provide additional attachments that specifically discuss the process we will follow to assess and implement our Green Cleaning Policies.



## CLEANING SPECIFICATIONS

HES will meet the required cleaning criteria, as outlined in the SPS Scope of Work / Specifications noted within the following pages.

Your facilities require precise attention to detail. Our goal as your custodial partner is to provide a level of service that exceeds your expectations.

## CLEANING PROCEDURES

### Facility Cleaning Procedure

#### Purpose:

To identify the tasks, responsibility, and requirements to establish a cleaning procedure to be utilized at all SPS school sites. To provide clarity to custodial staff and building administrators of what should be expected regarding building cleaning during the school year.

#### Procedure:

The custodial staff, under the leadership and direction of the Head Custodian or Building Mechanic, will complete all listed tasks in all spaces as indicated on the daily, weekly, and monthly task lists. Head Custodians and Building Mechanics will perform daily, weekly, and monthly inspections to ensure that all required tasks are being completed in an acceptable manner and sign off in FMX online portal.

The Custodial Supervisor will conduct unannounced inspections.

***It is the responsibility of the SPS custodial staff to clean and disinfect all spaces being used by the AlphaBest daycare program.***

***SPS Head Custodians and Building Mechanics will place the current Cleaning Procedure in their Log Books for reference.***

***Your online entries in FMX for Daily, Weekly and Monthly tasks will serve as your signature that all tasks have been completed.***

#### SPS Cleaning Checklist

*This task list applies to all instructional spaces, offices, and common spaces including gymnasiums, locker rooms, and media centers.*

**When staff is out, you must assist in other assigned areas (Gym and media center).**

## Daily Tasks

1. Clean all light switches and door frames with Alpha HP
2. Empty all trash cans and clean them as required.
3. Clean all countertops, sinks, faucet handles, classroom restroom fixtures, cabinet knobs, and door handles/knobs with Alpha HP.
4. Clean exterior surfaces on all hand towels, toilet tissue, and soap dispensers.
5. Refill all classroom paper towel dispensers, toilet paper dispensers, and soap dispensers as required.
6. Sweep/dust mop all classroom tiled floor areas.
7. All drinking fountains and stair rails are cleaned and disinfected.

## Weekly Tasks

1. Dust and clean corners.
2. All VCT and terrazzo hallway floors are dust mopped on Monday, Wednesday, and Friday.
3. Spots, gum, or other debris is removed from floors when discovered.
4. VCT and terrazzo floors in all areas are wet mopped on Monday, Wednesday, and Friday or as needed.
5. Graffiti is removed when discovered.
6. Vacuum all carpet areas on Tuesday and Friday or as needed. Remove stains as required.
7. Floor molding/baseboards are dusted and cleaned as necessary.
8. Desk and other hard surfaces are to be sprayed weekly with Alpha HP.
9. Cabinet doors and frames cleaned with Alpha HP
10. Trash can liners replaced weekly or sooner if damaged.
11. Trash receptacles cleaned/disinfected weekly or sooner if needed.
12. Damaged trash receptacles are replaced as needed.

## Monthly Tasks

1. Clean all HVAC diffusers/return grills with Alpha HP.
2. Clean all light fixtures and fixture covers with Alpha HP.
3. Dust and clean all window blinds or shades.
4. Clean all doorway mats. Replace as necessary.
5. Check all mechanical and electrical spaces to ensure no clutter or unauthorized items are stored in spaces.
6. Ensure all custodial equipment is cleaned and maintained as required.
7. Dust and clean all windowsills.
8. Clean all exterior HVAC cabinets with Alpha HP
9. Clean wall surfaces as required.
10. Remove chipping or peeling paint.
11. Ceiling cobwebs and dust removed.
12. Interior windows and door glass cleaned.
13. All classroom furnishings are free of graffiti.
14. Clean all desktops with Alpha HP.

## SPS Restroom Cleaning Checklist

*This task list applies to ALL restrooms including group restrooms, locker room restroom facilities, office restrooms, and classroom restrooms that are used on any given day.*

### Daily Tasks

1. Dust and clean ceilings and corners.
2. Clean all light fixtures and fixture covers with ALPHA HP.
3. Clean all HVAC vents and diffusers with ALPHA HP.
4. Clean and disinfect all floors, walls, stalls, partitions, countertops, sinks, urinals, toilets, and floors with TFC 400 machines.
5. Clean and disinfect all faucets, soap dispensers, hand dryers, paper towel dispensers, toilet paper dispensers, sanitary product disposal containers, light switches, and doors with ALPHA HP. Cleaning should take place after regular school day hours.
6. Spray all surfaces with the Titan 440 and/or the Victory Hand-held sprayers and Alpha HP and allow to air dry for a minimum of five minutes.
7. Refill all soap dispensers, paper towel dispensers, and toilet paper dispensers.

## GROUNDSKEEPING

Having over 24 education grounds accounts in our portfolio nationwide, Suffolk Public Schools would be a top priority for me personally. As a resident of Chesterfield County, I serve on the Chesterfield Parks and Recreation Commission as well as serve on the Lewis Ginter Botanical Garden Board of Associates. I will oversee SPS personally with the help of my Regional Grounds Director Jeff Foor. We are two of the approximately 240 Certified Sports Field Managers (CSFM) nationwide. I know how important athletic fields are to your student athlete’s success, and the landscape and grounds used as learning classrooms. While most fields are artificial turf, I can certainly include my team for other field projects, such as baseball, as our relationship grows with SPS.

I would also like to add that I will make myself available to assist educators and mentor students in the SPS Agriculture Education programs on a volunteer basis as time allows. Assisting the future of my profession is important to the Commonwealth, the Region, but most importantly the students in Suffolk.

In closing, HES has a true understanding of educational facilities management, what is important to SPS, and what it takes to be successful. We can provide a program that aligns with your goals of tracked and noticeable improvement and can confirm the success of these programs with nearby education client testimonials, which have been provided for your review. If given the opportunity to become your partner, we will not let you down!

Yours in Education,



Billy Pipp

## STATEMENT OF WORK FOR SPS

### SPS Groundskeeping Checklist

1. Service/cut all sites approximately 150 acres plus Operation Center 21 times per year
2. Trimming for immediate perimeter areas around buildings and mobile units 21 times per year
3. Edging all school parking lots 21 times per year

### Proposed Staffing For SPS

#### Grounds Services Staffing, Proposed FTEs & Wages

| POSITION      | PROPOSED FTEs | PROPOSED AVERAGE HOURLY WAGE   |
|---------------|---------------|--------------------------------|
| Grounds Techs | 8             | SPS Current Wage > \$16.00 HES |

## EQUIPMENT AND SUPPLIES

### EQUIPMENT AT A GLANCE

Review the supply and equipment lists below, and you will see proposed equipment and supplies that we will introduce and continue to use. Our steady investment in high-quality brands and tools helps deliver the high-quality, efficient results you expect.

### Proposed Grounds and Grounds Equipment For SPS

| Equipment               | Quantity |
|-------------------------|----------|
| Stick Edgers            | 8        |
| Hand Trimmers           | 6        |
| Assorted Hand Tool Sets | 9        |
| String Trimmer          | 8        |
| Backpack Blowers        | 8        |
| Pole Saw                | 4        |
| Gas 60" Z Turn          | 6        |
| Gas 48" Standup Mower   | 2        |
| Trailer                 | 3        |
| 2 x 4 Pick-up           | 3        |

- Equipment Investment: **\$160,928.00**
- Vehicles: **\$150,000.00**
- Total: **\$310,928**

## PROPOSED TURNKEY PRICING

HES has designed and proposed a comprehensive grounds services program for Suffolk Public Schools.

- Annual Price: **\$365,196**
- Monthly: **\$30,433**

Price increases at **\$39,921** per groundskeeping FTE replaced with savings that accrues forward.



## SAFETY & SECURITY PROGRAM

We take your security seriously, always striving for a safe and secure environment for workers, visitors, and our team members.

To ensure all our activities comply with SPS's rules and regulations, as well as our stringent policies, we'll work closely with your leadership team from the outset. We pay close attention to security procedures, including:

- Requiring thorough screening and background checks for all team members before hiring.
- Requiring team members to wear a uniform and always display a photo identification badge.
- Working with your leadership team to align our activities to your policies, in addition to our stringent measures.
- Partnering with your security team or police department, we train our team members to be an extension of your emergency response team.

Our security efforts also address the supervision of workers and their work areas, including securing and checking doors, locks, keys, and alarms.

### OUR COMMITMENT TO SAFETY

HES has an excellent safety record which equates to lower insurance costs. We take pride in our focus on safety and the detailed and structured approach we utilize in the programs and procedures surrounding the issue of safety in our workplace. We devote a lot of time to reinforcing and training workplace safety practices, reducing complacency and bad habits that cause accidents and injuries.

### INITIAL SAFETY TRAINING

We train all HES employees in safer work practices through PowerPoint and video resources that go beyond OSHA standards. All team members are required to participate in monthly training events as well. The Gallagher Bassett Insurance Company provides safety seminar materials and posters for the custodial closets that address safer workplace practices, including:

- Safer use of electrical equipment
- Proper use of rubber gloves and other protective equipment
- Proper use of hazard signage
- Safer lifting techniques
- Reducing Workplace Risk

These topics are covered during each employee's initial orientation, and refresher classes are part of our ongoing safety program. Job safety analysis is performed on all non-routine tasks, ensuring that hazards have been identified and mitigated before beginning a task. This practice reduces the risk of accidents from haste, carelessness, or lack of awareness.

All of our work is supported by extensive training in health and safety, environmental protection, and regulatory compliance.

Our behavior-based safety program trains team members to influence safe habits and encourages them to work together for a safer work environment. Our team uses our behavior-based program with remarkable success.

All team members complete regular training updates and re-certifications appropriate to their roles – weekly, monthly, and annually.

## **HAZARDOUS CHEMICAL STANDARD PROGRAM**

HES's Hazardous Chemical Training Program is designed to help protect HES team members and our client's team members. It also serves as a reference source and training guide.

This program is always available to team members, team member representatives, customers, and authorized local, state, or federal authorities.

Hazardous chemical training is included in our mandatory orientation classes. In these classes, we point out the most hazardous chemicals used on a routine basis by team members and the precautions to be taken when using them. The focal point of the orientation is the BSCAI-sponsored training film titled "Right to Know."

## **KEY CONTROL**

Proper control and security of keys cannot be emphasized enough.

All managers will review the specific building key control procedures to ensure that we meet and understand every point. It is the responsibility of each manager and supervisor to ensure that proper control and security of every key are maintained at all times.

We have a training document that speaks to the security and key procedures and requirements taught to each team member, who then signs off on their understanding of procedures. If security issues or concerns about keys ever become a concern to any team member, the manager will address that situation with both haste and seriousness.

HES also maintains relationships with independent specialized consultants, who can assist in designing and executing comprehensive key hierarchy protocols, should SPS desire this.

Every team member completes a training module on security, and our training documents outline security and key procedures.

## QUALITY CONTROL PROGRAM

HES has developed a multi-point quality assurance program that is utilized as part of every custodial services program we manage. This systematic approach as described below is very effective, providing data, communication, district input and regular reporting that allows HES to swiftly address any issues that may arise with the result being a high level of customer satisfaction. We understand the desire of SPS to develop a mechanism for payment discounts and incentives tied to performance based on principal satisfaction and other key performance indicators, and we have a number of ideas on how best to approach this concept contractually. We believe the key to developing this type of system should be tied to incentivizing employees for consistent, quality work and look forward to the opportunity to discuss and negotiate a customized program utilizing the tools HES already has built into our partnership with SPS.

## CUSTOMER SATISFACTION MEASUREMENT METHODS

HES understands that customer satisfaction develops long-term relationships. We promote open lines of communication with our customers and pride ourselves on being transparent.

In addition to internal inspections, we distribute monthly surveys to SPS principals or assigned contacts.

Data from our regular inspections and customer surveys are compiled and analyzed, then developed into reports that show work accomplished, the effectiveness of your program, areas to concentrate on, and – most importantly – your satisfaction with our work.

These reports are shared with specified members of your staff to ensure that we are meeting or exceeding SPS’s expectations.

If a survey shows areas of concern, we address those immediately. We will develop a plan, communicate it, implement the necessary changes, and follow up with you.

**HES**  
FACILITIES MANAGEMENT

**Report Card for Custodial Services**  
Month Being Surveyed March, Year 2021  
(Please rate - A, B, C, D)

School Name: White Bluff Middle School

|                                                                                                                                                                           |                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| <u>Entrance and Lobby</u><br>How would you rate the general appearance of your entrance and lobby?                                                                        | <u>A</u>                  |
| <u>Windows and Doors</u><br>Components - Are the windows and doors kept clean and shiny                                                                                   | <u>A</u>                  |
| <u>Hallways Clean (Vacuumed if Applicable) and Floors Shiny</u><br>Components - General appearance, shine, corners, and edges swept, and free of debris                   | <u>A</u>                  |
| <u>Cafeteria Clean</u><br>Components - Café floors clean and free of debris in the morning                                                                                | <u>A</u>                  |
| <u>Classrooms Cleaned</u><br>Components - Trash emptied, floor appearance, sinks cleaned, carpet cleaned, areas dusted                                                    | <u>A</u>                  |
| <u>Dusting of Surfaces</u><br>Components - Surfaces dusted low and high in accordance with specifications                                                                 | <u>A</u>                  |
| <u>Restrooms Cleaned</u><br>Components - Floors cleaned, bright work cleaned, walls cleaned, sinks cleaned, toilets cleaned, high touch areas disinfected                 | <u>A</u>                  |
| <u>Custodial Closets</u><br>Components - Custodial closet kept neat and clean                                                                                             | <u>A</u>                  |
| <u>Consumable Supplies</u><br>Components - Soap and paper products at an adequate level and replenished regularly?                                                        | <u>A</u>                  |
| <u>Management Responsiveness to Issues</u><br>Components - When you have an issue/request, does the Area Manager respond quickly and provide a resolution to your need?   | <u>A+</u>                 |
| <u>School Overall</u><br>How would you rate the overall general appearance of the school?                                                                                 | <u>A</u>                  |
| <u>Comments:</u><br><i>The custodial services continue to improve. We receive many compliments on how clean our school is for its age. Thank you for a job well done.</i> |                           |
| Signature of Principal / District Representative<br><i>Jan Ford, Principal</i>                                                                                            | Date<br><i>03/02/2021</i> |

www.hesfacilities.com

Sample Monthly Principal Survey

## GOSPOTCHECK

A plan is only as good as the results. That's why Quality Assurance and operational excellence are built into every custodial plan.

SPS can be assured of contract compliance via our comprehensive, cloud-based QA program, GoSpotCheck.

GoSpotCheck is a robust QA system that assures tasks are performed and verified, with customized reporting that keeps you in the loop at all times. This allows for clear, transparent understanding and communication between HES and SPS.

Industry standards and our decades of experience with higher education facilities guide our establishment of QA benchmarks and metrics.

As a baseline, all HES QA programs require inspections at multiple levels and encourage customer participation to ensure alignment and better understanding.

Your QA program will be customized based on our collaboration with your facilities department to establish acceptable scores in each category.

The program not only ensures contract compliance it also directs ongoing training with our team, evaluates equipment, and provides detailed data about our work.

With GoSpotCheck, any defects of performance are identified and corrected. At the same time, our onsite leadership and regional operations teams construct a training plan to address the issue and avoid reoccurrence.

This plan may involve individualized coaching, group training sessions, or equipment evaluation. Follow-up inspections track resolution and bolster sustained improvements in quality.

You'll receive ongoing communication with us as part of your governance program, addressing both tactical and strategic points of view.

Weekly, monthly, quarterly, and yearly meetings assure an alignment of goals and objectives among all stakeholders.

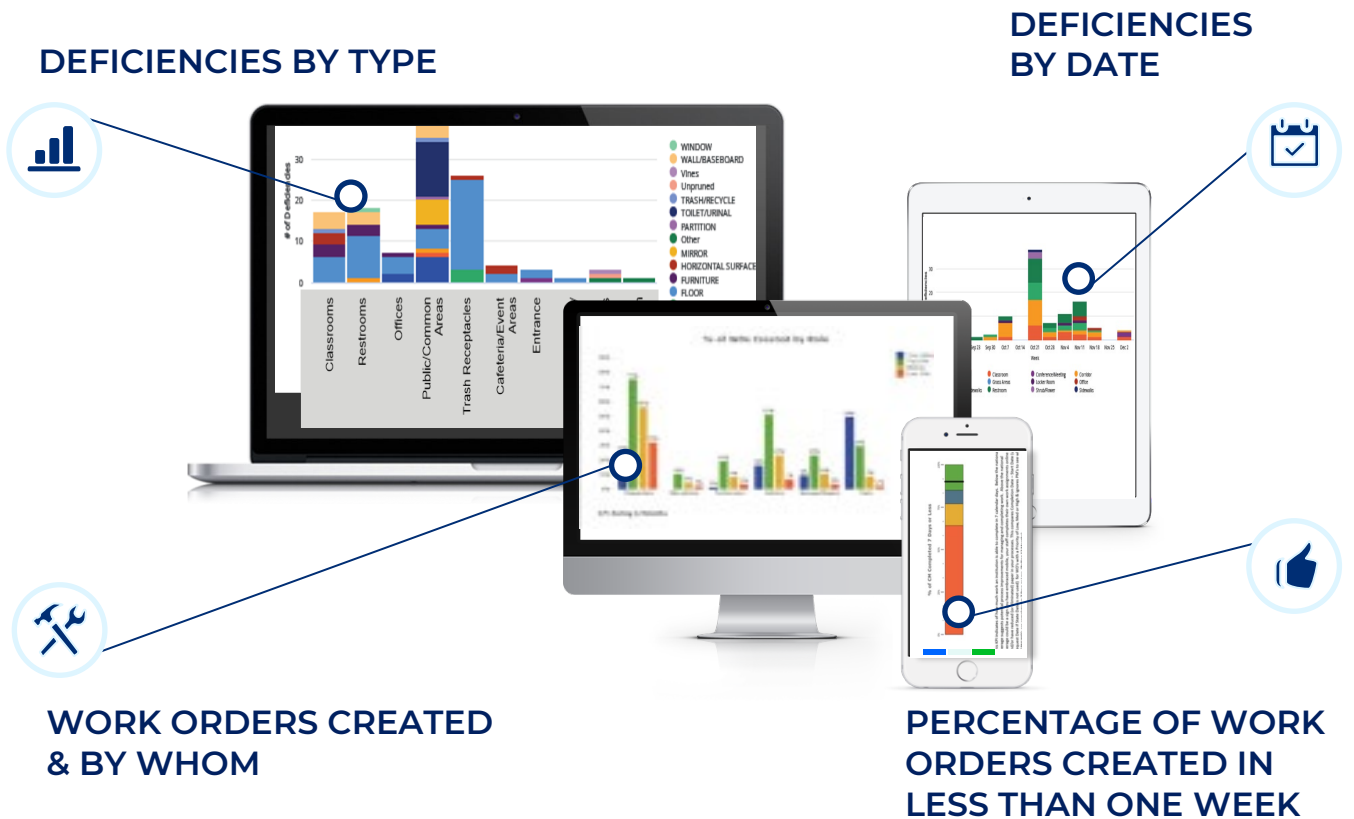


## QUALITY ASSURANCE REPORTING

SPS will receive valuable, in-depth reports we generate using GoSpotCheck and district CMMS integration. These reports track the efficacy of our services, with cleaning and disinfection data submitted by our team members in real-time. You'll have the ability to review deficiencies and successes and track scheduling and resolution.

Our QA reports can be customized to suit your preferences and can be generated and shared automatically.

## SAMPLE QA REPORTS



### SAMPLE REPORTING

Image 1: An overall dashboard for inspections completed and results.

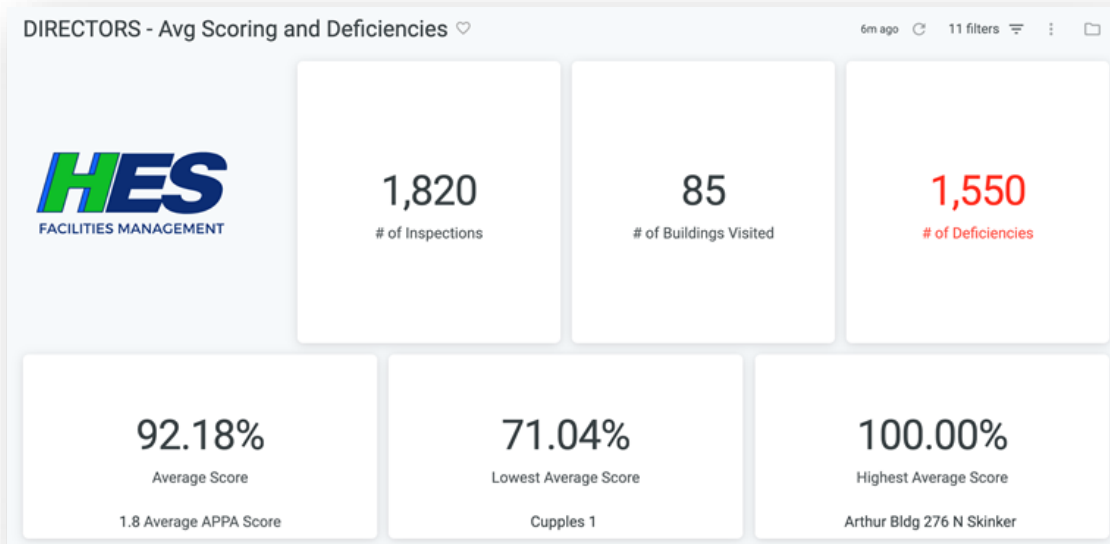


Image 2: A bar chart showing Deficiencies by area type.

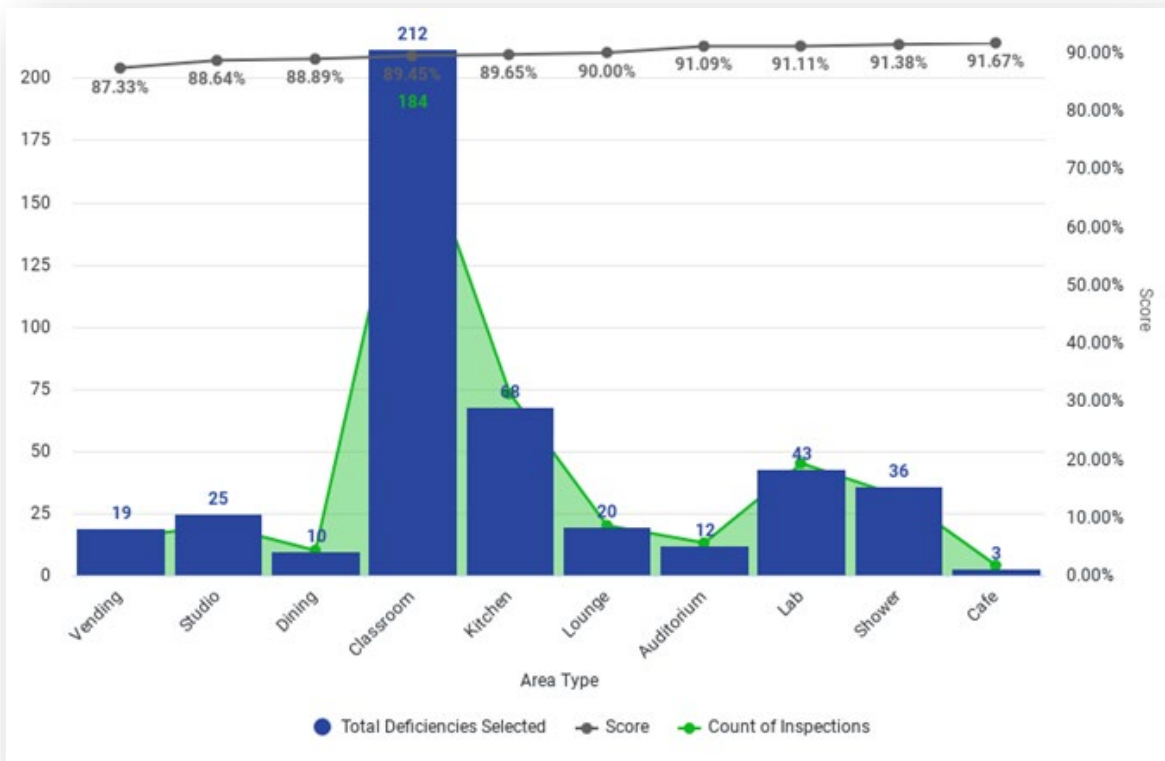


Image 3: Deficiencies by service type.

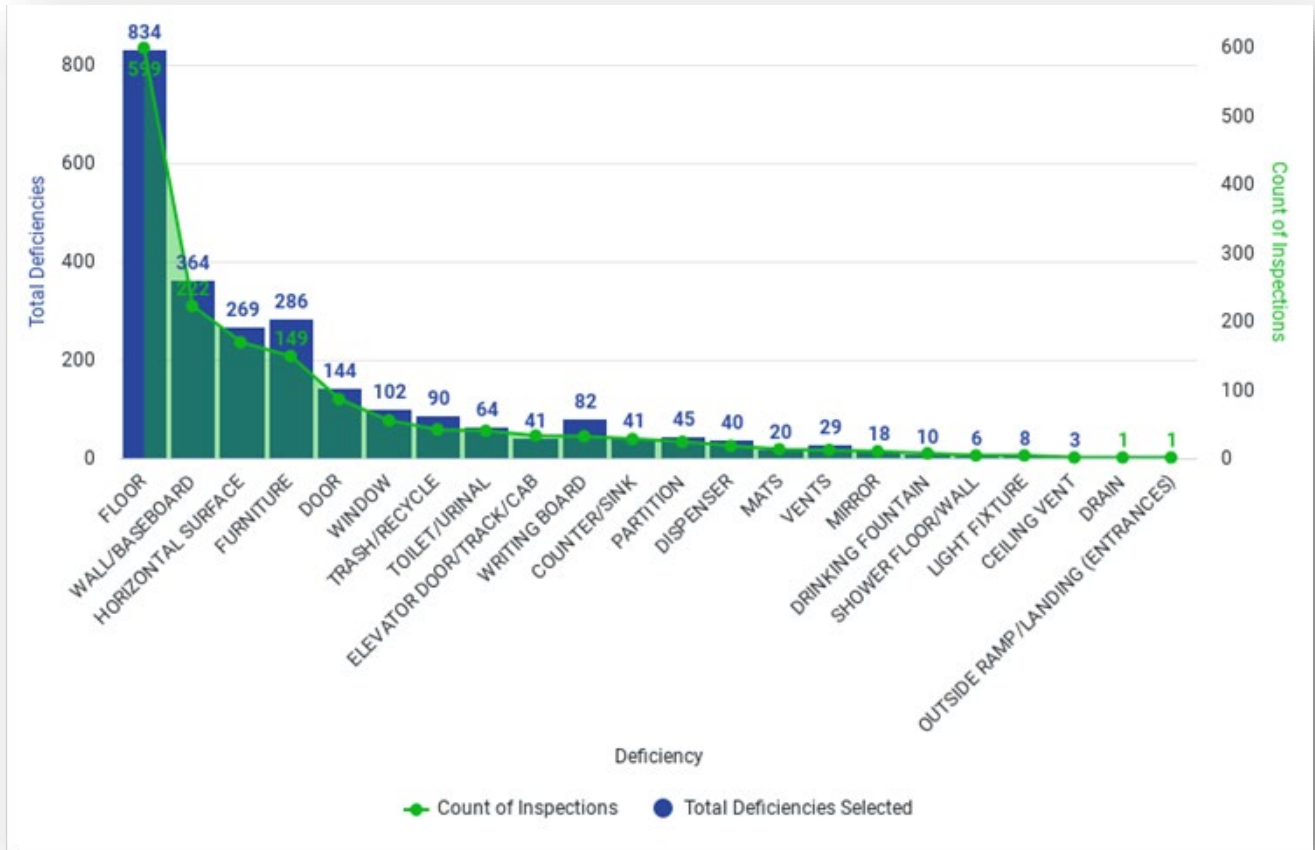
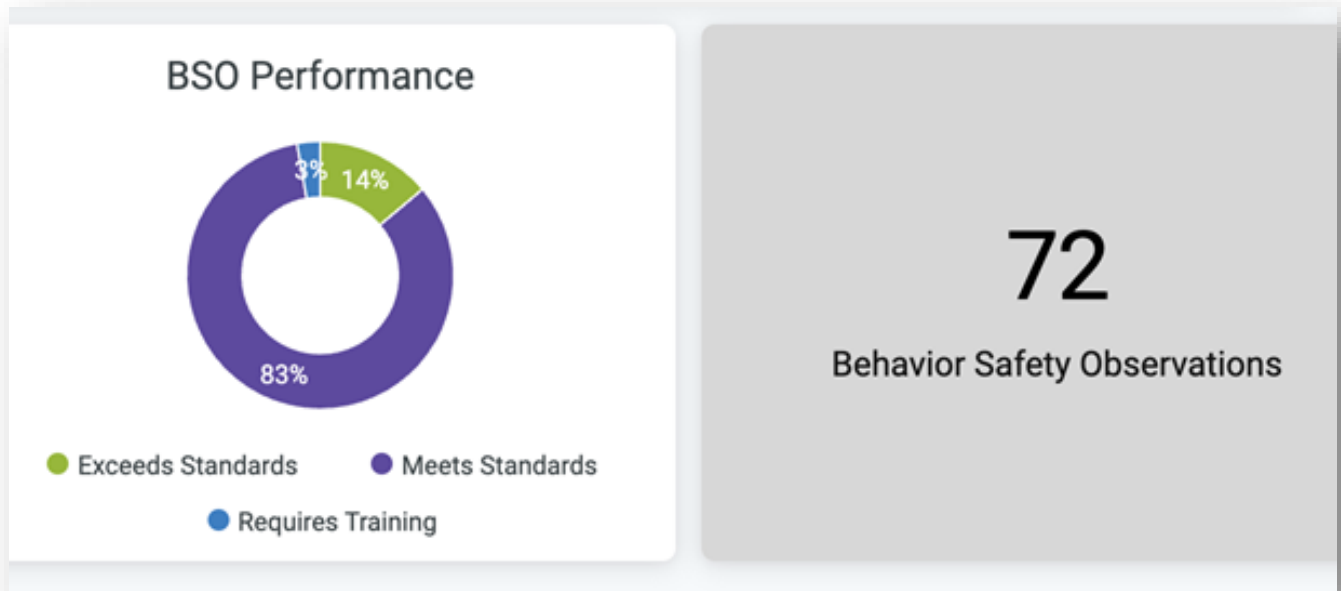
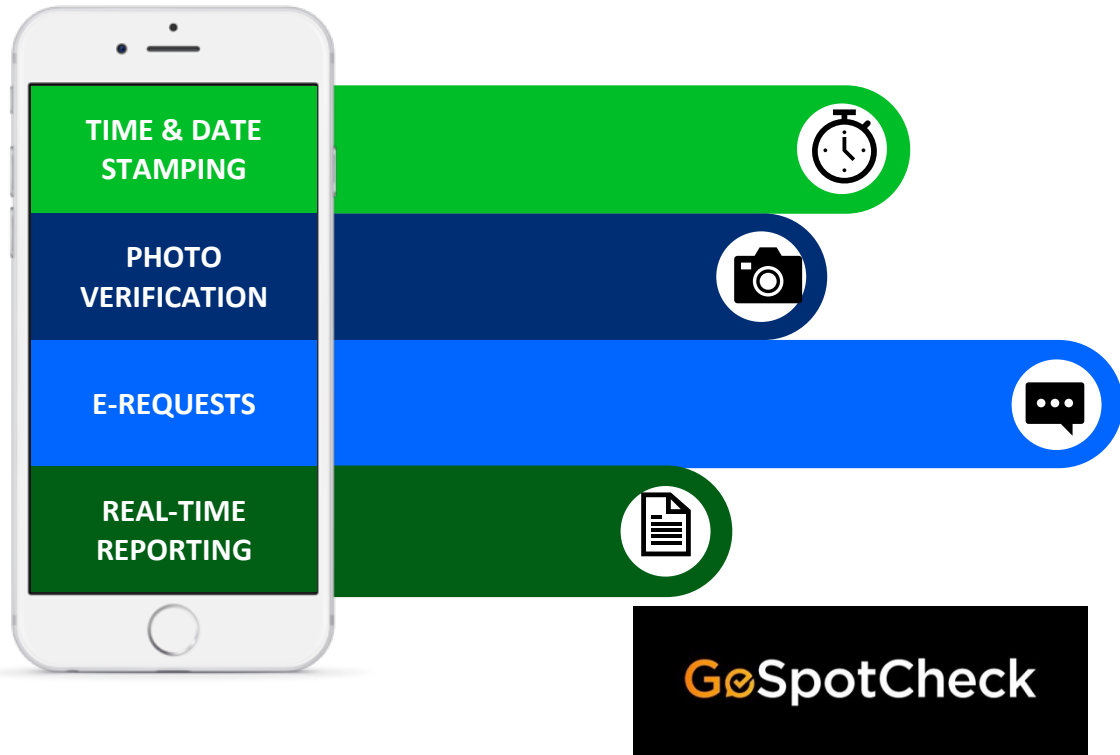


Image 4: Behavior Safety Observations (BSO). During management inspections, they observe employees attention to safety. By monitoring this area of service, we can reduce on-the-job injuries and discourage un-safe practices. This is also used to identify positive work trends for employee incentives and recognition.



## BETTER RESULTS WITH GOSPOTCHECK



### GoSpotCheck Key Elements

- Ensures facilities excellence by providing time and date stamps as cleaning tasks are completed.
- Allows our team members to verify completion of cleaning tasks via photo verification.
- Accessible to all levels of our organization and to the SPS team.
- Allows the SPS team to submit requests or communicate defects electronically. You can even share photos, to ensure effective interpretation.
- Tracks trends over time, allowing us to suggest enhancements tailored to SPS's unique district.
- Can include barcoding, UV testing, and ATP testing by request.

## YOUR BUSINESS VALUE REVIEW (BVR)

One of the most important results of our data-backed approach is your Business Value Review (BVR). Not only does your BVR share valuable insights with SPS administrators and our on-the-ground team members, but it also gives HES the ability to look “above the tree line” to identify strengths and opportunities for improvement. Your BVR will include information on:



### Established KPIs

HES will present data of agreed-upon key metrics compared to baseline measurements and industry best practices.

Action plans and goals will be determined collaboratively to ensure continuous improvement and optimal utilization of resources. This rigor removes complacency and provides the School District confidence in our program's design and performance.

### Customer Communications

HES will meet with key contacts and campus stakeholders to review your BVR. The open lines of communication will develop the necessary information about our performance in all services that HES is responsible for as we solicit critical feedback from our facilities partner.

### Work Completed

The business value review will document productivity, work completed, and work planned by service and trade. Examples include:

- Work orders completed by trade
- Work order backlog
- Percentage of actions completed
- Project work
- Turnaround time
- Downtime of equipment
- Status of construction/projects completed and/or in process

### Quality Assurance & Efficiency

QA and efficiency reporting ensure that our team:

- Consistently delivers efficient, high-quality service
- Stays aligned with your expectations

### Training & Team Member Issues

As part of our robust training program, we are happy to document and share our training topics with our district contacts.

### Planning & Coordination

One of the most important elements of your BVR is its role in planning and coordination to serve your district best.

This document ensures planning is in place for:

- Upcoming district events
- Seasonal activities
- Periodic scheduling
- Major district activities

## CALL BACK PLAN

As a top-tier service provider with extensive experience in K-12 facilities management, we fully understand your goals as well as the challenges. Customer service will be available 24/7 for customer support from HES. Our management structure for SPS call includes:

- Site-Based Custodial Supervision
- Group Managers
- SPS Account Manager
- Regional Manager – John Bloom
- Sr. Regional Manager – Randall Glass
- Regional Vice President – Russell G. Leboff
- Vice President Groundskeeping – Billy Pipp
- Sr. VP Operations – Scott Zimmerman

All phone numbers and email addresses will be kept current and distributed to the appropriate SPS personnel. Response time during work shifts Monday through Friday will be within 30 minutes and during non-working hours within 1 to 1.5 hours, or sooner if humanly possible. HES will always maintain email service for your contract and cell phone connection with the on-site manager. Each secondary school lead will have cell phones to ensure communication with supervision who is to be always onsite during second shift cleaning hours. All phones and computers will be at the expense of HES.

## DISPUTE RESOLUTION PLAN

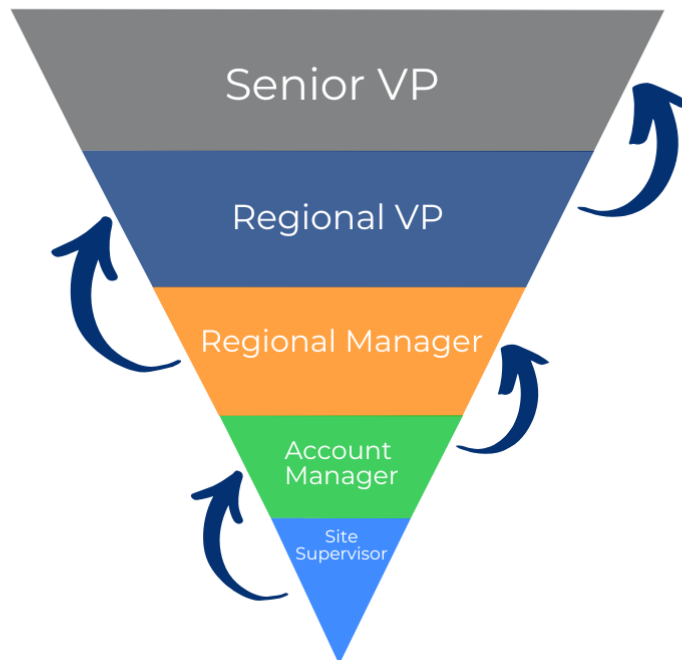
1<sup>st</sup> level - The on-site supervisor/lead is notified of the issue by staff. They are available to immediately respond to concerns for minor day-to-day issues (restocking items, picking up trash, etc.). They will work to resolve the issue and notify the account manager if the issue cannot be rectified immediately.

2<sup>nd</sup> level - The account manager is notified of the issue by staff. They will be very active in all buildings and know the issues first-hand pertaining to the account. The account manager is the main point of contact for an issue that is not an immediately fixable item. The account manager will address any action items from a facility standpoint and/or staffing concerns and provide quality assurance. The account manager will always provide open lines of communication to District stakeholders.

3<sup>rd</sup> level – The regional manager is notified of the issue and provides oversight to account managers as additional support. The regional manager monitors and ensures that accounts are always in good standing from a service quality and performance standpoint. The regional manager is in daily contact with the account manager and will be aware of on-going concerns that need to be addressed directly. They will also form a strong and open relationship with District staff and stakeholders to address any concerns.

4<sup>th</sup> Level – The Regional Vice President will step in to rectify any on-going situation if need be. They are responsible for the oversight of regional managers.

## COMPLAINT RESOLUTION PROCESS



## PROPOSED PRICING FOR FIRST SIX MONTHS

HES has designed and proposed a custodial program for Suffolk Public Schools that will complement the current SPS custodial services to ensure a best-in-class custodial services program is maintained.

- Custodial Six-Month Price: **\$571,632** Monthly: **\$95,272**
- Price increases at **\*\$39,921** per custodial FTE replaced by HES with savings accruing forward
- Out of Scope Price/Billing to SPS: **\$25.00/hour**
- Proposed average wage range depending on position and facility: **>\$16.00-18.00 per hour**
- SPS can purchase supplies, equipment, other needs from HES via purchase order by utilizing the Equalis Group cooperative contract.
- **Anticipated labor savings** is obtained by subtracting SPS FTE cost of **~\$49,263** from HES's \*cost equating to **~\$10,000** in savings per placement

### SUMMARY

A bulleted summary of the proposal highlights:

- Legacy Employees (SPS staff) remain on SPS payroll to protect pay, benefits, and other needs.
- SPS to provide equipment, chemicals, paper products, floor care products, and supplies.
- SPS to provide human resources related needs - typical duties such as discipline, promotion, evaluations, for their Legacy Employees.
- HES provides co-branded uniforms for all employees SPS and HES staff.
- Open and transparent daily lines of communication with all SPS stakeholders – more control.
- Increased management support staff and organizational structure.
- Trained and dedicated custodial employees in each facility.
- Salaried program managers dedicated exclusively to operations in SPS, never shared.
- Routine site visits and inspections with SPS to ensure quality standards are being maintained.
- Monthly surveys to each principal to pinpoint any areas of need using same QA system.
- Business Value Review Meetings with key district personnel.
- Weekly safety training for all current SPS, HES, and new employees.
- Daily Pay for HES employees.
- Employee incentives, such as employee of the month, perfect attendance for SPS and HES staff.

### Our proposed resourcing model price includes:

1. Filling all vacancies immediately, currently **14 planned fills**, and any that develop forward.
2. **Provide all management** who will manage our team daily and direct work, training, development, and recognition for SPS staff, removing the burden from location leaders.
3. HES can adjust scope, scale, and price as scope and scale change.

## PROPOSED TURNKEY PRICING FOR ANNUAL, COMPREHENSIVE, RESOURCED CUSTODIAL SERVICES

HES has designed and proposed a holistic, comprehensive custodial program for Suffolk Public Schools.

- Custodial Annual Price: **\$1,738,418.16** Monthly: **\$144,868.18**
- Price increases at **\*\$39,921** per custodial FTE replaced by HES with savings accruing forward.
- Out of Scope Price/Billing to SPS: **\$25.00/hour**
- Proposed average wage range depending on position and facility: **>\$16.00-18.00 per hour.**
- **Anticipated labor savings** is obtained by subtracting SPS FTE cost of **\$49,263** from HES's \*cost, equating to **~ \$10,000** in savings per placement.

### SUMMARY

A bulleted summary of the proposal highlights:

- HES supplies everything needed for the custodial services program.
- Legacy Employees (SPS staff) remain on SPS payroll to protect pay, benefits, and other needs.
- HES to provide equipment, chemicals, paper products, floor care products, and supplies.
- SPS to provide human resources related needs - typical duties such as discipline, promotion, evaluations, for Legacy Employees.
- HES provides co-branded uniforms for all employees SPS and HES staff.
- Open and transparent daily lines of communication with all SPS stakeholders – more control.
- Increased management support staff and organizational structure.
- Trained and dedicated custodial employees in each facility.
- Salaried program managers dedicated exclusively to operations in SPS, never shared.
- Routine site visits and inspections with SPS to ensure quality standards are being maintained.
- Monthly surveys to each principal to pinpoint any areas of need using same QA system.
- Business Value Review Meetings with key district personnel.
- Weekly safety training for all current SPS, HES, and new employees.
- Daily Pay for HES employees.
- Employee incentives, such as employee of the month, perfect attendance, for SPS and HES staff.

### Our proposed resourcing model price includes:

1. **Supplementing all Division needs:** equipment, tools, vehicles, cleaning products, floor finish, supplies, uniforms, PPE, repairs, fuel, paper products, liners with HES's buying power for savings.
2. **Provide all management** who will manage our team daily and direct work, training, development, and recognition for SPS staff, removing the burden from location leaders.
3. Estimated SPS current cost: **~\$7,400,000** annually. HES's price at full attrition **\$5,700,000.**

**PROOF OF INSURANCE**



**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)  
5/5/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

|                                                                                                                                     |  |                                                                                                                                                                         |  |
|-------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>PRODUCER</b><br>Arthur J. Gallagher Risk Management Services, Inc.<br>1900 West Loop South, Suite 1600<br>Houston TX 77027       |  | <b>CONTACT NAME:</b><br>PHONE (A/C, No, Ext): 713-623-2330      FAX (A/C, No): 713-622-6722<br>E-MAIL ADDRESS:                                                          |  |
| <b>INSURED</b><br>Clean-Tech Company LLC; WFF Facility Services, LLC., HES Facilities LLC<br>211 S. Jefferson<br>St Louis, MO 63103 |  | INSURER(S) AFFORDING COVERAGE      NAIC #<br>INSURER A: Old Republic Insurance Company      24147<br>INSURER B:<br>INSURER C:<br>INSURER D:<br>INSURER E:<br>INSURER F: |  |

**COVERAGES**      **CERTIFICATE NUMBER:** 655179269      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE                                                                                                                                                                                                                                                                                                             | ADDL SUBR INSD WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS                                                                                                                                                                                                                                          |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------|-------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A        | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY<br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br><br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC<br>OTHER: |                    | MWZY31215222  | 3/1/2022                | 3/1/2023                | EACH OCCURRENCE \$ 1,000,000<br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000<br>MED EXP (Any one person) \$ 10,000<br>PERSONAL & ADV INJURY \$ 1,000,000<br>GENERAL AGGREGATE \$ 2,000,000<br>PRODUCTS - COMP/OP AGG \$ 2,000,000<br>\$ |
| A        | <input checked="" type="checkbox"/> AUTOMOBILE LIABILITY<br><input checked="" type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS<br><input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY               |                    | MWTB31215122  | 3/1/2022                | 3/1/2023                | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>\$                                                                                 |
|          | <input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR<br><input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE<br>DED    RETENTION \$                                                                                                                                                     |                    |               |                         |                         | EACH OCCURRENCE \$<br>AGGREGATE \$<br>\$                                                                                                                                                                                                        |
| A        | <input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY<br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y <input checked="" type="checkbox"/> N<br>If yes, describe under DESCRIPTION OF OPERATIONS below                                   | N/A                | MWC31215322   | 3/1/2022                | 3/1/2023                | PER STATUTE    OTH-ER<br>E.L. EACH ACCIDENT \$ 1,000,000<br>E.L. DISEASE - EA EMPLOYEE \$ 1,000,000<br>E.L. DISEASE - POLICY LIMIT \$ 1,000,000                                                                                                 |

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES** (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 Policy Endorsement Forms if Applicable:  
 General Liability  
 CG2037 (04/13) Blanket Additional Insured - Owners, Lessees or Contractors- Completed Operations  
 CG2010 (04/13) Blanket Additional Insured - Owners, Lessees or Contractors  
 See Attached...  
 CG2015 (04/13) Blanket Additional Insured - Vendors  
 CG2404 (05/09) Blanket Waiver of Subrogation as required by written contract  
 CG2001 (04/13) Primary and Non Contributory - Other insurance Condition  
 See Attached...

|                                                            |                                                                                                                                                                                                                                |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CERTIFICATE HOLDER</b><br><br>Information Purposes Only | <b>CANCELLATION</b><br><br>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.<br><br>AUTHORIZED REPRESENTATIVE<br> |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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ACORD 25 (2016/03)

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AGENCY CUSTOMER ID: CLEACOM-01

LOC #: \_\_\_\_\_



**ADDITIONAL REMARKS SCHEDULE**

Page 1 of 1

|                                                              |           |                                                                                                                                       |  |
|--------------------------------------------------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------|--|
| AGENCY<br>Arthur J. Gallagher Risk Management Services, Inc. |           | NAMED INSURED<br>Clean-Tech Company LLC; WFF Facility Services, LLC., HES<br>Facilities LLC<br>211 S. Jefferson<br>St Louis, MO 63103 |  |
| POLICY NUMBER                                                |           | EFFECTIVE DATE:                                                                                                                       |  |
| CARRIER                                                      | NAIC CODE |                                                                                                                                       |  |

**ADDITIONAL REMARKS**

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,**  
**FORM NUMBER: 25 FORM TITLE: CERTIFICATE OF LIABILITY INSURANCE**

IL10 (12/06) Notice of Cancellation to Certificate Holders  
 Auto Liability  
 PCA 048 (10/13) Additional Insured/Designated Insured Amendment - Primary & Non-Contributory  
 IL 10 (12/16) Notice of Cancellation to Certificate Holders  
 CA 04 44 (10/13) Waiver of Transfer of Rights of Recovery against other to us ( Waiver of Subrogation) as required by written contract  
 Auto Deductibles:  
 \$250 Comprehensive per vehicle  
 \$500 Collision per vehicle  
 Except for  
 \$1,000 Comprehensive & Collision ( tractors only)  
 \$2,000 Comprehensive & Collision (Private Passenger w/cost greater than \$75,000)  
 Workers Compensation:  
 WC420304A (TX)(06/14) Blanket Waiver of Subrogation as required by written contract  
 WC 00 03 13 (04/84) Waiver of our rights to recover as required by written Contract  
 See Attached...

ACORD 101 (2008/01)

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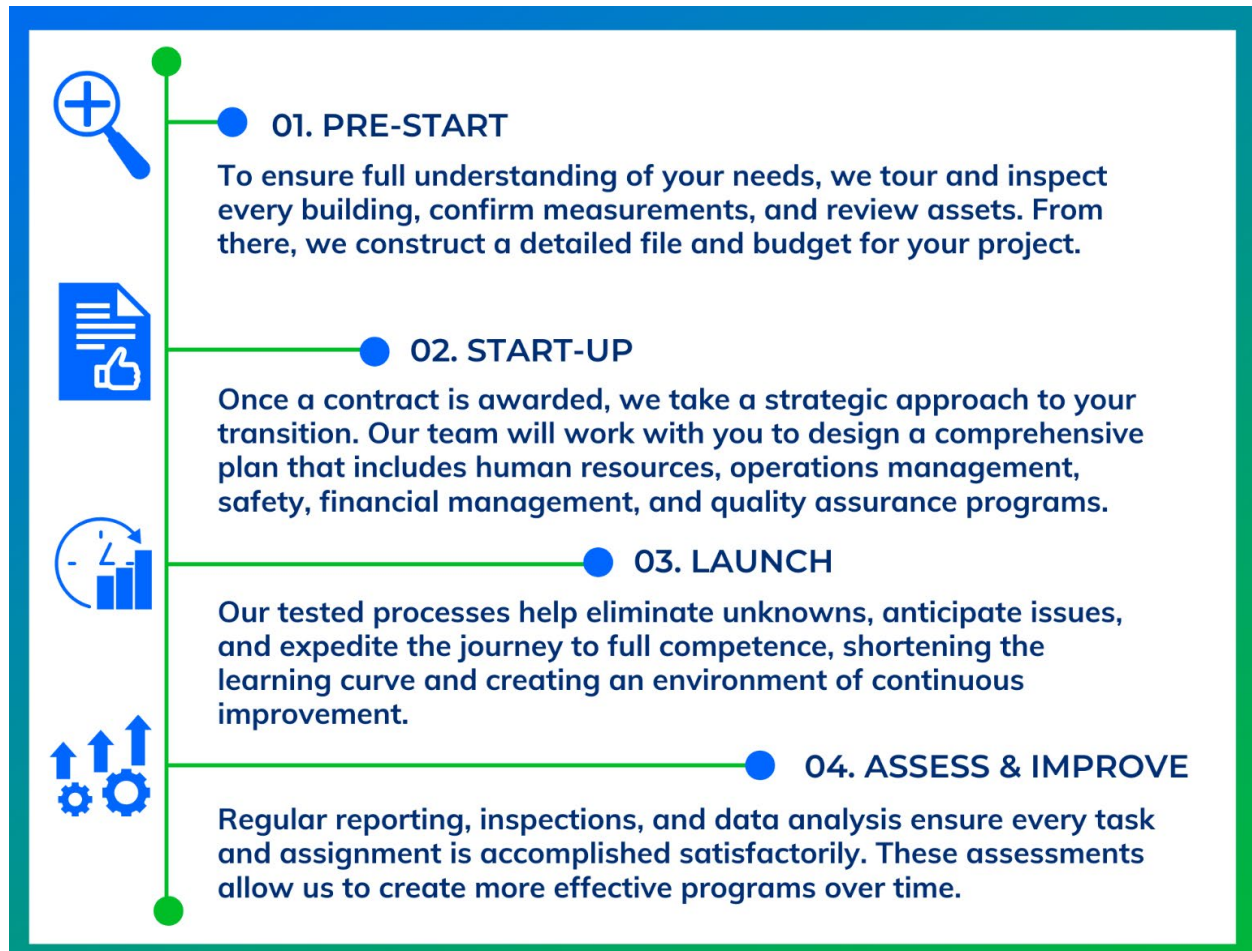
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## TRANSITION & IMPLEMENTATION

We know changing your facilities support team is a complex decision that affects every member of your organization. We want to make your transition a seamless, positive experience. Our dedication ensures that any potential impact is minimized so you can feel secure in your decision.

We commit tremendous effort - exceeding our partners' expectations when we receive a contract. Our tested, four-step process outlines those efforts.

### FOUR STEPS TO A SMOOTHER TRANSITION



### TRANSITION STEPS

We make sure there are no surprises and no headaches. Here is a sample, standardized version of the steps we take to fully launch a custodial program. We'll customize your plan to your specific desires and needs.

#### Pre-start & start-up

During these phases, we gather comprehensive data to tailor your plan, including:



- Evaluate the current state and size of your facilities
- Define expectations
- Agree on key performance indicator (KPI) metrics and goals
- Determine immediate opportunities for improvement
- Establish facility-specific plans and schedules
- Conduct asset inventory
- Set up back-office procedures
- Implement CMMS: PM, life safety, project management, coding, and reports
- Establish an insurance compliance program for subcontractors
- Develop orientation program and onboarding process for new team members
- Establish licensing and certification SOPs
- Establish an emergency preparedness plan
- Set up operations manual with SOPs
- Refine contingency planning

### Launch

This phase ensures steady execution and continuous improvement of results:

- Establish quality assurance (QA) and customer satisfaction programs
- Confirm reporting preferences and procedures
- Launch staff skills assessment program
- Develop and continue job growth plan as team members master responsibilities
- Establish ongoing safety training and ongoing regulatory training
- Improve processes through continuous evaluation of best practices
- Validate and audit work results for consistency and standardization
- Assess the first-year program with reportable indices
- Analyze and share trend reports to ensure transparency
- Enhance plans based on an annual review of the effectiveness
- Measure against previous years for cost avoidance and cost reduction

### Assess & improve

During this phase, we'll provide you with a personalized "menu" of service offerings to:

- Improve sustainability
- Reduce the carbon footprint
- Reduce energy costs
- Initiate process improvements
- Refine KPIs
- Sustain best practices

To do this, we:

- Establish energy analytics
- Continue sustainability initiatives
- Establish a community of practice with best-in-class institutions and peers
- Parallel FEMA standards, including SPS business continuity
- Evaluate the long-term impact of deferred lists within the FCA

We also can review and support:

- Building information management
- Lifecycle management
- Re-engineering process, including decommission
- Capital planning
- The total cost of ownership
- Review predictive/reliability-centered maintenance

### SAMPLE TRANSITION PLAN

| Tasks and Assignments                                       | Timing |
|-------------------------------------------------------------|--------|
| Pre-Start Activities                                        |        |
| Contract negotiation                                        | Week 1 |
| Prepare cell phone order                                    | Week 1 |
| Prepare computer order                                      | Week 1 |
| Prepare vehicle order (lease or purchase)                   | Week 1 |
| Prepare initial paperwork order (apps/health ins./etc.)     | Week 1 |
| Research temporary housing                                  | Week 1 |
| Interview manager(s)                                        | Week 1 |
| Start word-of-mouth recruiting                              | Week 1 |
| Run initial hiring ad                                       | Week 1 |
| Set up sites for job fair (TBA)                             | Week 1 |
| Distribute applications to all schools                      | Week 1 |
| Distribute open application flyers to all schools           | Week 1 |
| Meet w/ principals and discuss employment referrals         | Week 1 |
| Compile paperwork from open interviews                      | Week 1 |
| Assign startup team                                         | Week 1 |
| Conduct pre-start meeting with transition team: assignments | Week 1 |
| Approve/process computer hardware & software order          | Week 1 |
| Approve/process vehicle order                               | Week 2 |
| Approve/process cell phone order                            | Week 2 |
| Purchase hardware & software & install                      | Week 1 |
| Introduce transition team to key customers                  | Week 1 |

|                                                                    |                 |
|--------------------------------------------------------------------|-----------------|
| Select management team                                             | Week 2          |
| Full management team on-site for orientation                       | Week 2/ ongoing |
| Meet with school system HR & liaison to discuss any labor issues   | As needed       |
| Review training schedules for transition team & new staff          | Week 2          |
| Begin interview process with existing staff                        | Week 2          |
| Vetting, background checks, and drug testing as required           | Week 2/ ongoing |
| New staff orientation (mgmt.)                                      | Week 2          |
| New staff paperwork, benefits, etc.                                | Week 2/ ongoing |
| Review reporting requirements to liaison                           | Week 2          |
| Organize keys and key reporting structure                          | Week 2          |
| Gather key client listing and phone directory for schools          | Week 2          |
| Gather health department, fire code information, etc.              | Week 2          |
| Access equipment and supply inventory                              | Week 2          |
| <b>Start-up</b>                                                    |                 |
| Meet with staff to discuss the transition                          | Week 1          |
| Schedule weekly briefings with the district liaison                | Week 1          |
| Prepare weekly review for district liaison & administration        | Week 1/ ongoing |
| Conduct room inventory of each building                            | Week 1          |
| Identify uniform requirements & order uniforms                     | Week 2          |
| Establish lists of acceptable vendors                              | Week 1          |
| Set dates for monthly meetings and business value review meetings  | Week 1/ ongoing |
| Establish the area manager's area of responsibility                | Week 2/ ongoing |
| <b>Office organization</b>                                         |                 |
| Establish and secure the location of the office                    | Week 1          |
| HES forms and manuals/set-up filing system                         | Week 1          |
| <b>Human Resources</b>                                             |                 |
| Discuss open job descriptions                                      | Week 1          |
| Job fair for applicants/screening/background checks/fingerprinting | Week 1          |
| Introduce and train workers on daily timekeeping procedures        | Week 2/ ongoing |
| Employee records reviewed                                          | Week 2          |
| Job descriptions reviewed/presented to staff                       | Week 2          |
| Thoroughly review any outstanding labor issues and agreements      | Week 2          |
| Establish individual staff training records                        | Week 2          |
| Complete orientation checklist                                     | Week 2          |
| Implement training program                                         | Week 2          |
| Establish an employee recognition program                          | Week 3          |
| Order uniforms                                                     | Week 2          |

| <b>Operations Management</b>                                                   |                 |
|--------------------------------------------------------------------------------|-----------------|
| Receive equipment/supplies distribution.                                       | Week 1          |
| Obtain the current school year calendar                                        | Week 1          |
| Initiate monthly reporting to administration.                                  | Week 2/ ongoing |
| Review SDS sheets.                                                             | Week 1/ ongoing |
| Implement logbooks                                                             | Week 2/ ongoing |
| Implement employee training schedule                                           | Week 2/ ongoing |
| Baseline quality control survey to the client                                  | Week 2/ ongoing |
| Commence random quality assurance inspections                                  | Week 2/ ongoing |
| Quality assurance scores reviewed with staff                                   | Week 2/ ongoing |
| <b>Implement Safety / Regulatory Compliance</b>                                |                 |
| Have SDS sheets available for staff and nurse                                  | Week 1/ ongoing |
| Safety rules reviewed with and issued to employees                             | Week 2/ ongoing |
| Assure staff has PPE                                                           | Week 1/ ongoing |
| Locate and have available hazmat communications for staff                      | Week 1/ ongoing |
| Locate and have available spill management programs and procedures             | Week 1/ ongoing |
| <b>Financial Management</b>                                                    |                 |
| Review proposal and contract                                                   | Week 1/ ongoing |
| Create a budget and tracking system                                            | Week 2/ ongoing |
| Meet with the transition team to review budget                                 | Week 2/ ongoing |
| Adopt payroll procedures                                                       | Week 2/ ongoing |
| Approval of invoices                                                           | Week 3/ ongoing |
| Develop invoice routing process                                                | Week 3/ ongoing |
| Implement a purchase order tracking system                                     | Week 2/ ongoing |
| Start weekly and monthly labor and variance reporting                          | Week 2/ ongoing |
| Meet with all vendors                                                          | Week 1/ ongoing |
| <b>Continuous Quality Improvement</b>                                          |                 |
| Initiate monthly reporting structure                                           | Week 2/ ongoing |
| Initiate monthly activity reports for the client using software & survey forms | Week 2/ ongoing |
| Quality assurance scores reviewed and corrected with staff members             | Week 2/ ongoing |
| Initiate customer satisfaction program                                         | Week 2/ ongoing |
| Begin running work order status & action taken by account summary              | Week 3/ ongoing |

## CLOSING REMARKS

Making a decision that impacts students, teachers, and community members, is rarely easy and seldom simple, but we believe that when it's the right decision at the right time and for the right reasons, the outcome(s) can be tremendous.

Imagine what it would be like if we could take and build off experiences from years past and augment them with a fresh vision, passion, access to resources, and commitment to success.


In closing, HES has a true understanding of educational facilities management, what is important to SPS, and what it takes to be successful. We can provide a program that aligns with your goals of tracked and noticeable improvement and can confirm the success of these programs with nearby education client testimonials, which have been provided for your review. If given the opportunity to become your partner, we will not let you down!

Eager to serve SPS,



Russell Leboff

Vice President Business Development



**THANK YOU!**  
We look forward  
to partnering  
with you.