



Facility Services

211 South Jefferson Avenue • St Louis MO 63103 • T 800.852.2388 • F 800.762.7910



National Cooperative Purchasing Alliance



PROPOSAL FOR RFP #02-20

Facilities, Janitorial, Groundskeeping,
Management Related Products and Services



June 16, 2020

National Cooperative Purchasing Alliance
P.O. Box 701273
Houston, TX 77270

Dear Sir or Madam:

Thank you for allowing WFF Facility Services to participate in the RFP process at National Cooperative Purchasing Alliance. Our goal is to highlight the benefits we believe exist for NCPA to begin a partnership with WFF.

WFF has a corporate structure built with the requisite systems, programs, processes and procedures to provide our customers with an Integrated Facilities Services solution. We have invested in subject matter experts (SME's) and training for the benefit of our customers and our team members. As the workforce changes, pressures on efficiencies rise and there is an ever increasing need to protect our environment. We have introduced many new methodologies and technologies to improve outcomes and make work easier for our teams. Many of these enhancements are seamless to our partners, but it is important that there is no stagnation or complacency and that NCPA benefits from a dynamic and committed industry leader.

We believe WFF's value system is truly aligned to that of NCPA's and that genuine alignment is the most critical component and differentiator for a successful partnership. Our focus on students, faculty, staff and the NCPA members at large, coupled with our commitment to the hard-working team members who work within the WFF family, enable us to reach our goals together.

Thank you again for allowing WFF to submit our proposal. If I can provide any additional insight or if you should wish to discuss any aspect of our program design further, I remain at your disposal.

Sincerely and respectfully,

A handwritten signature in blue ink, appearing to read "Rodger Hollenbeck".

Rodger Hollenbeck
Senior Vice President

EXECUTIVE SUMMARY

WFF Facility Services has been delivering high-quality, cost-effective custodial services to institutions throughout the country since 1974. Our focus is relatively narrow compared to many of our competitors in that we seek out partnerships institutions whose mission and values are aligned with ours. This approach has served us and our partners well for more than 45 years.

The following summary is meant to provide a high-level overview of the program we have designed specifically for NCPA members.

- Partnership & Flexibility
 - A flexible and transparent partner, who has a proven track record of being responsive and adaptable
 - Corporate structure affords us the flexibility to make decisions more closely to the customer and with greater expedience
 - WFF's size means that customers do not become a number. Every customer is truly valued and treated as such. We carry a personal connection and fondness for our customers which drives effort and accountability from the very top of the organization.
 - WFF is a privately held organization, free from the pressures of annual earnings statements and shareholder's returns
 - A seamless integration with NCPA's members
- Regional and Corporate Support
 - The personal involvement and commitment of Jonathan Campbell, WFF's President
 - NCPA's members would be a strategic partner for WFF. As such, no resources would be spared to ensure absolute success.
 - Executive point of contact, Bryan Jolley, located in Texas will be available to assist in transition thereafter and to support our onsite leadership and the team
 - Subject matter experts will be closely involved
 - Regular visits by Ken Gomulka, Senior Vice President Operations
- Local Leadership Team
 - Experienced and qualified, campus directors
 - Each campus has multiple levels of supervision, leads and utility professionals
 - Program design developed on leadership development, responsibility, and efficiency
 - Effective supervision to team member ratios to ensure support and reliable outcomes
- People Focused
 - All full-time positions with exceptions for some weekend work
 - Company offered healthcare, life insurance, vacation and holiday pay
 - Monthly motivation budget used at the discretion of our director for outstanding individual and team performance
 - Focus on personal development and continued education
 - People-centric approach; cultivates a culture of individual and team excellence

- Formalized Facilities Management
 - Physical Plant Maintenance, Custodial, Grounds Services
 - Detailed Safety Programs
 - Standard Operating Procedures
 - Preventive & Corrective Maintenance
 - Life Safety
 - Project Management
- CMMS – SchoolDude
 - Utilize current non-proprietary system, to ensure NCPA continues to “own” critical data and maintains flexibility and independence
 - Saves time and money by streamlining the maintenance management process
 - Planning and Scheduling
 - Track time and materials cost for each building asset
 - Provide mobile access to maintenance personnel
 - Provide administration with data to make data driven decisions
 - Comprehensive reporting
 - Establish Key performance indicators
- Training
 - Behavioral training based on company’s Guiding Values
 - Specific job skill training
 - Safety and regulatory training
 - Supervisor and leadership training
 - Annual leadership conference
 - APPA resources and affiliations
- Quality Assurance Program
 - Customer accessible web-based quality assurance program measures outcomes and identifies areas for improvement
 - Systematic approach to routing plans and job cards based on building usage and traffic patterns to optimize efficiency
 - Weekly inspections
 - Planning and scheduling tools for project work and events
 - Provide administration with data to make data driven decisions
 - Comprehensive reporting
 - Establish key performance indicators
- COVID-19 Process and Procedures
 - Incorporate disinfection plans and procedures to protect faculty and students
 - Use of high productivity electrostatic sprayers
 - Continued training and updates for staff and students
 - Being a leader in cleaning we continually updated on the newest processes and procedures to protect our partners

- CIMS Certification
 - CIMS and CIMS Green Building Certified with Honors
 - Reflect upon our commitment to employing standardized and sustainable cleaning practices
 - More information at www.issa.com
- Sustainability/Technology Deployment
 - All new, highly productive, and sustainable custodial equipment appropriate for the buildings
 - WFF will always provide and maintain the needed equipment
 - Sustainable supplies minimize use of harsh chemicals, resulting in improved air quality
 - Improved outcomes and environments without adding labor resources, reflecting a positive image to students, parents, faculty, staff and visitors
- Business Value Reviews
 - Provides a proactive evaluation of program and performance
 - Documentation of all work completed by our team during the previous period
 - Client customized Key Performance Indicators and analysis
 - Action plans to continuously improve
 - Evaluation of resource utilization and waste reduction
 - Planned custodial project work for the upcoming period
 - Provides a useful, insightful industry benchmarks for performance evaluation
- Corporate Mission and Guiding Values
 - Mission: *"We create safe environments that enrich lives and facilitate success"*
 - Guiding Values
 - Service Above Self
 - Personal Accountability
 - Integrity
 - Respect
 - Engagement

These are not simply words on a poster, these are our compass in all that we do.

WFF looks forward to working with you and we truly appreciate the opportunity to share our proposal.

Thank you.

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Tab 1 – Master Agreement

General Terms and Conditions

◆ Customer Support

- The vendor shall provide timely and accurate technical advice and sales support. The vendor shall respond to such requests within one (1) working day after receipt of the request.

◆ Disclosures

- Respondent affirms that he/she has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor or service to a public servant in connection with this contract.
- The respondent affirms that, to the best of his/her knowledge, the offer has been arrived at independently, and is submitted without collusion with anyone to obtain information or gain any favoritism that would in any way limit competition or give an unfair advantage over other vendors in the award of this contract.

◆ Renewal of Contract

- Unless otherwise stated, all contracts are for a period of three (3) years with an option to renew for up to two (2) additional one-year terms or any combination of time equally not more than 2 years if agreed to by Region 14 ESC and the vendor.

◆ Funding Out Clause

- Any/all contracts exceeding one (1) year shall include a standard “funding out” clause. A contract for the acquisition, including lease, of real or personal property is a commitment of the entity’s current revenue only, provided the contract contains either or both of the following provisions:
- Retains to the entity the continuing right to terminate the contract at the expiration of each budget period during the term of the contract and is conditioned on a best efforts attempt by the entity to obtain appropriate funds for payment of the contract.

◆ Shipments (if applicable)

- The awarded vendor shall ship ordered products within seven (7) working days for goods available and within four (4) to six (6) weeks for specialty items after the receipt of the order unless modified. If a product cannot be shipped within that time, the awarded vendor shall notify the entity placing the order as to why the product has not shipped and shall provide an estimated shipping date. At this point the participating entity may cancel the order if estimated shipping time is not acceptable.

◆ Tax Exempt Status

- Since this is a national contract, knowing the tax laws in each state is the sole responsibility of the vendor.

◆ Payments

- The entity using the contract will make payments directly to the awarded vendor or their affiliates (distributors/business partners/resellers) as long as written request and approval by NCPA is provided to the awarded vendor.

◆ Adding authorized distributors/dealers

- Awarded vendors may submit a list of distributors/partners/resellers to sell under their contract throughout the life of the contract. Vendor must receive written approval from NCPA before such distributors/partners/resellers considered authorized.
- Purchase orders and payment can only be made to awarded vendor or distributors/business partners/resellers previously approved by NCPA.
- Pricing provided to members by added distributors or dealers must also be less than or equal to the pricing offered by the awarded contract holder.
- All distributors/partners/resellers are required to abide by the Terms and Conditions of the vendor's agreement with NCPA.

◆ Pricing

- All pricing submitted shall include the administrative fee to be remitted to NCPA by the awarded vendor. It is the awarded vendor's responsibility to keep all pricing up to date and on file with NCPA.
- All deliveries shall be freight prepaid, F.O.B. destination and shall be included in all pricing offered unless otherwise clearly stated in writing

◆ Warranty

- Proposals should address each of the following:
 - Applicable warranty and/or guarantees of equipment and installations including any conditions and response time for repair and/or replacement of any components during the warranty period.
 - Availability of replacement parts
 - Life expectancy of equipment under normal use
 - Detailed information as to proposed return policy on all equipment

◆ Indemnity

- The awarded vendor shall protect, indemnify, and hold harmless Region 14 ESC and its participants, administrators, employees and agents against all claims, damages, losses and expenses arising out of or resulting from the actions of the vendor, vendor employees or vendor subcontractors in the preparation of the solicitation and the later execution of the contract.

◆ Franchise Tax

- The respondent hereby certifies that he/she is not currently delinquent in the payment of any franchise taxes.

◆ Supplemental Agreements

- The entity participating in this contract and awarded vendor may enter into a separate supplemental agreement to further define the level of service requirements over and above the minimum defined in this contract i.e. invoice requirements, ordering requirements, specialized delivery, etc. Any supplemental agreement developed as a result of this contract is exclusively between the participating entity and awarded vendor.

◆ Certificates of Insurance

- Certificates of insurance shall be delivered to the Public Agency prior to commencement of work. The insurance company shall be licensed in the applicable state in which work is being conducted. The awarded vendor shall give the participating entity a minimum of ten (10) days notice prior to any modifications or cancellation of policies. The awarded vendor shall require all subcontractors performing any work to maintain coverage as specified.

◆ Legal Obligations

- It is the Respondent's responsibility to be aware of and comply with all local, state, and federal laws governing the sale of products/services identified in this RFP and any awarded contract and shall comply with all while fulfilling the RFP. Applicable laws and regulation must be followed even if not specifically identified herein.

◆ Protest

- A protest of an award or proposed award must be filed in writing within ten (10) days from the date of the official award notification and must be received by 5:00 pm CST. Protests shall be filed with Region 14 ESC and shall include the following:
 - Name, address and telephone number of protester
 - Original signature of protester or its representative
 - Identification of the solicitation by RFP number
 - Detailed statement of legal and factual grounds including copies of relevant documents and the form of relief requested
- Any protest review and action shall be considered final with no further formalities being considered.

◆ Force Majeure

- If by reason of Force Majeure, either party hereto shall be rendered unable wholly or in part to carry out its obligations under this Agreement then such party shall give notice and full particulars of Force Majeure in writing to the other party within a reasonable time after occurrence of the event or cause relied upon, and the obligation of the party giving such notice, so far as it is affected by such Force Majeure, shall be suspended during the continuance of the inability then claimed, except as hereinafter provided, but for no longer period, and such party shall endeavor to remove or overcome such inability with all reasonable dispatch.
- The term Force Majeure as employed herein, shall mean acts of God, strikes, lockouts, or other industrial disturbances, act of public enemy, orders of any kind of government of the

United States or any civil or military authority; insurrections; riots; epidemics; landslides; lighting; earthquake; fires; hurricanes; storms; floods; washouts; droughts; arrests; restraint of government and people; civil disturbances; explosions, breakage or accidents to machinery, pipelines or canals, or other causes not reasonably within the control of the party claiming such inability. It is understood and agreed that the settlement of strikes and lockouts shall be entirely within the discretion of the party having the difficulty, and that the above requirement that any Force Majeure shall be remedied with all reasonable dispatch shall not require the settlement of strikes and lockouts by acceding to the demands of the opposing party or parties when such settlement is unfavorable in the judgment of the party having the difficulty.

◆ Prevailing Wage

- It shall be the responsibility of the Vendor to comply, when applicable, with the prevailing wage legislation in effect in the jurisdiction of the purchaser. It shall further be the responsibility of the Vendor to monitor the prevailing wage rates as established by the appropriate department of labor for any increase in rates during the term of this contract and adjust wage rates accordingly.

◆ Miscellaneous

- Either party may cancel this contract in whole or in part by providing written notice. The cancellation will take effect 30 business days after the other party receives the notice of cancellation. After the 30th business day all work will cease following completion of final purchase order.

◆ Open Records Policy

- Because Region 14 ESC is a governmental entity responses submitted are subject to release as public information after contracts are executed. If a vendor believes that its response, or parts of its response, may be exempted from disclosure, the vendor must specify page-by-page and line-by-line the parts of the response, which it believes, are exempt. In addition, the respondent must specify which exception(s) are applicable and provide detailed reasons to substantiate the exception(s).
- The determination of whether information is confidential and not subject to disclosure is the duty of the Office of Attorney General (OAG). Region 14 ESC must provide the OAG sufficient information to render an opinion and therefore, vague and general claims to confidentiality by the respondent are not acceptable. Region 14 ESC must comply with the opinions of the OAG. Region 14 ESC assumes no responsibility for asserting legal arguments on behalf of any vendor. Respondent are advised to consult with their legal counsel concerning disclosure issues resulting from this procurement process and to take precautions to safeguard trade secrets and other proprietary information.

Process

Region 14 ESC will evaluate proposals in accordance with, and subject to, the relevant statutes, ordinances, rules, and regulations that govern its procurement practices. NCPA will assist Region 14 ESC in evaluating proposals. Award(s) will be made to the prospective vendor whose response is determined to be the most advantageous to Region 14 ESC, NCPA, and its participating agencies. To qualify for evaluation, response must have been submitted on time, and satisfy all mandatory requirements identified in this document.

- ◆ Contract Administration

- The contract will be administered by Region 14 ESC. The National Program will be administered by NCPA on behalf of Region 14 ESC.

- ◆ Contract Term

- The contract term will be for three (3) year starting from the date of the award. The contract may be renewed for up to two (2) additional one-year terms or any combination of time equally not more than 2 years.
- It should be noted that maintenance/service agreements may be issued for up to (5) years under this contract even if the contract only lasts for the initial term of the contract. NCPA will monitor any maintenance agreements for the term of the agreement provided they are signed prior to the termination or expiration of this contract.

- ◆ Contract Waiver

- Any waiver of any provision of this contract shall be in writing and shall be signed by the duly authorized agent of Region 14 ESC. The waiver by either party of any term or condition of this contract shall not be deemed to constitute waiver thereof nor a waiver of any further or additional right that such party may hold under this contract.

- ◆ Products and Services additions

- Products and Services may be added to the resulting contract during the term of the contract by written amendment, to the extent that those products and services are within the scope of this RFP.

- ◆ Competitive Range

- It may be necessary for Region 14 ESC to establish a competitive range. Responses not in the competitive range are unacceptable and do not receive further award consideration.

- ◆ Deviations and Exceptions

- Deviations or exceptions stipulated in response may result in disqualification. It is the intent of Region 14 ESC to award a vendor's complete line of products and/or services, when possible.

- ◆ Estimated Quantities

- The estimated dollar volume of Products and Services purchased under the proposed Master Agreement is \$100 million dollars annually. This estimate is based on the anticipated volume of Region 14 ESC and current sales within the NCPA program. There is no guarantee or commitment of any kind regarding usage of any contracts resulting from this solicitation

◆ Evaluation

- Region 14 ESC will review and evaluate all responses in accordance with, and subject to, the relevant statutes, ordinances, rules and regulations that govern its procurement practices. NCPA will assist the lead agency in evaluating proposals. Recommendations for contract awards will be based on multiple factors, each factor being assigned a point value based on its importance.

◆ Formation of Contract

- A response to this solicitation is an offer to contract with Region 14 ESC based upon the terms, conditions, scope of work, and specifications contained in this request. A solicitation does not become a contract until it is accepted by Region 14 ESC. The prospective vendor must submit a signed Signature Form with the response thus, eliminating the need for a formal signing process.

◆ NCPA Administrative Agreement

- The vendor will be required to enter and execute the National Cooperative Purchasing Alliance Administration Agreement with NCPA upon award with Region 14 ESC. The agreement establishes the requirements of the vendor with respect to a nationwide contract effort.

◆ Clarifications / Discussions

- Region 14 ESC may request additional information or clarification from any of the respondents after review of the proposals received for the sole purpose of elimination minor irregularities, informalities, or apparent clerical mistakes in the proposal. Clarification does not give respondent an opportunity to revise or modify its proposal, except to the extent that correction of apparent clerical mistakes results in a revision. After the initial receipt of proposals, Region 14 ESC reserves the right to conduct discussions with those respondent's whose proposals are determined to be reasonably susceptible of being selected for award. Discussions occur when oral or written communications between Region 14 ESC and respondent's are conducted for the purpose clarifications involving information essential for determining the acceptability of a proposal or that provides respondent an opportunity to revise or modify its proposal. Region 14 ESC will not assist respondent bring its proposal up to the level of other proposals through discussions. Region 14 ESC will not indicate to respondent a cost or price that it must meet to neither obtain further consideration nor will it provide any information about other respondents' proposals or prices.

◆ Multiple Awards

- Multiple Contracts may be awarded as a result of the solicitation. Multiple Awards will ensure that any ensuing contracts fulfill current and future requirements of the diverse and large number of participating public agencies.

◆ Past Performance

- Past performance is relevant information regarding a vendor's actions under previously awarded contracts; including the administrative aspects of performance; the vendor's history of reasonable and cooperative behavior and commitment to customer satisfaction; and generally, the vendor's businesslike concern for the interests of the customer.

Evaluation Criteria

- ◆ Pricing (40 points)
 - Electronic Price Lists
 - Products, Services, Warranties, etc. price list
 - Prices listed will be used to establish both the extent of a vendor's product lines, services, warranties, etc. available from a particular bidder and the pricing per item.
- ◆ Ability to Provide and Perform the Required Services for the Contract (25 points)
 - Product Delivery within participating entities specified parameters
 - Number of line items delivered complete within the normal delivery time as a percentage of line items ordered.
 - Vendor's ability to perform towards above requirements and desired specifications.
 - Past Cooperative Program Performance
 - Quantity of line items available that are commonly purchased by the entity.
 - Quality of line items available compared to normal participating entity standards.
- ◆ References (15 points)
 - A minimum of ten (10) customer references for product and/or services of similar scope dating within past 3 years
- ◆ Technology for Supporting the Program (10 points)
 - Electronic on-line catalog, order entry use by and suitability for the entity's needs
 - Quality of vendor's on-line resources for NCPA members.
 - Specifications and features offered by respondent's products and/or services
- ◆ Value Added Services Description, Products and/or Services (10 points)
 - Marketing and Training
 - Minority and Women Business Enterprise (MWBE) and (HUB) Participation
 - Customer Service

MASTER AGREEMENT / SIGNATURE FORM

Signature Form

The undersigned hereby proposes and agrees to furnish goods and/or services in strict compliance with the terms, specifications and conditions at the prices proposed within response unless noted in writing. The undersigned further certifies that he/she is an officer of the company and has authority to negotiate and bind the company named below and has not prepared this bid in collusion with any other Respondent and that the contents of this proposal as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any person engaged in this type of business prior to the official opening of this proposal.

Prices are guaranteed: **120 days**

Company name WFF Facility Services, Inc.
Address 211 South Jefferson Avenue
City/State/Zip St. Louis, MO 63103
Telephone No. 314-652-2388 / 800-852-2388
Fax No. 314-652-7097 / 800-762-7910
Email address rhollenbeck@wffservices.com
Printed name Rodger Hollenbeck
Position with company Senior Vice President
Authorized signature 

NCPA ADMINISTRATION AGREEMENT

Tab 2 – NCPA Administration Agreement

This Administration Agreement is made as of July 1, 2020, by and between National Cooperative Purchasing Alliance ("NCPA") and WFF Facility Services ("Vendor").

Recitals

WHEREAS, Region 14 ESC has entered into a certain Master Agreement dated July 1, 2020 referenced as Contract Number 02-78, by and between Region 14 ESC and Vendor, as may be amended from time to time in accordance with the terms thereof (the "Master Agreement"), for the purchase of Facilities, Janitorial, Groundskeeping, Management Related Products and Services;

WHEREAS, said Master Agreement provides that any state, city, special district, local government, school district, private K-12 school, technical or vocational school, higher education institution, other government agency or nonprofit organization (hereinafter referred to as "public agency" or collectively, "public agencies") may purchase products and services at the prices indicated in the Master Agreement;

WHEREAS, NCPA has the administrative and legal capacity to administer purchases under the Master Agreement to public agencies;

WHEREAS, NCPA serves as the administrative agent for Region 14 ESC in connection with other master agreements offered by NCPA

WHEREAS, Region 14 ESC desires NCPA to proceed with administration of the Master Agreement;

WHEREAS, NCPA and Vendor desire to enter into this Agreement to make available the Master Agreement to public agencies on a national basis;

NOW, THEREFORE, in consideration of the payments to be made hereunder and the mutual covenants contained in this Agreement, NCPA and Vendor hereby agree as follows:

◆ General Terms and Conditions

- The Master Agreement, attached hereto as Tab 1 and incorporated herein by reference as though fully set forth herein, and the terms and conditions contained therein shall apply to this Agreement except as expressly changed or modified by this Agreement.
- NCPA shall be afforded all of the rights, privileges and indemnifications afforded to Region 14 ESC under the Master Agreement, and such rights, privileges and indemnifications shall accrue and apply with equal effect to NCPA under this Agreement including, but not limited to, the Vendor's obligation to provide appropriate insurance and certain indemnifications to Region 14 ESC.
- Vendor shall perform all duties, responsibilities and obligations required under the Master Agreement in the time and manner specified by the Master Agreement.
- NCPA shall perform all of its duties, responsibilities, and obligations as administrator of purchases under the Master Agreement as set forth herein, and Vendor acknowledges that NCPA shall act in the capacity of administrator of purchases under the Master Agreement.
- With respect to any purchases made by Region 14 ESC or any Public Agency pursuant to the Master Agreement, NCPA (a) shall not be construed as a dealer, re-marketer, representative, partner, or agent of any type of Vendor, Region 14 ESC, or such Public Agency, (b) shall not be obligated, liable or responsible (i) for any orders made by Region

14 ESC, any Public Agency or any employee of Region 14 ESC or Public Agency under the Master Agreement, or (ii) for any payments required to be made with respect to such order, and (c) shall not be obligated, liable or responsible for any failure by the Public Agency to (i) comply with procedures or requirements of applicable law, or (ii) obtain the due authorization and approval necessary to purchase under the Master Agreement. NCPA makes no representations or guaranties with respect to any minimum purchases required to be made by Region 14 ESC, any Public Agency, or any employee of Region 14 ESC or Public Agency under this Agreement or the Master Agreement.

- The Public Agency participating in the NCPA contract and Vendor may enter into a separate supplemental agreement to further define the level of service requirements over and above the minimum defined in this contract i.e. invoice requirements, ordering requirements, specialized delivery, etc. Any supplemental agreement developed as a result of this contract is exclusively between the Public Agency and Vendor. NCPA, its agents, members and employees shall not be made party to any claim for breach of such agreement.

◆ **Term of Agreement**

- This Agreement shall be in effect so long as the Master Agreement remains in effect, provided, however, that the obligation to pay all amounts owed by Vendor to NCPA through the termination of this Agreement and all indemnifications afforded by Vendor to NCPA shall survive the term of this Agreement.

◆ **Fees and Reporting**

- The awarded vendor shall electronically provide NCPA with a detailed monthly or quarterly report showing the dollar volume of all sales under the contract for the previous month or quarter. Reports shall be sent via e-mail to NCPA offices at reporting@ncpa.us. Reports are due on the fifteenth (15th) day after the close of the previous month or quarter. It is the responsibility of the awarded vendor to collect and compile all sales under the contract from participating members and submit one (1) report. The report shall include at least the following information as listed in the example below:

Entity Name	Zip Code	State	PO or Job #	Sale Amount

Total _____

- Each quarter NCPA will invoice the vendor based on the total of sale amount(s) reported. From the invoice the vendor shall pay to NCPA an administrative fee based upon the tiered fee schedule below. Vendor's annual sales shall be measured on a calendar year basis. Deadline for term of payment will be included in the invoice NCPA provides.

<u>Annual Sales Through Contract</u>	<u>Administrative Fee</u>
0 - \$30,000,000	2%
\$30,000,001 - \$50,000,000	1.5%
\$50,000,001+	1%

- Supplier shall maintain an accounting of all purchases made by Public Agencies under the Master Agreement. NCPA and Region 14 ESC reserve the right to audit the accounting for a period of four (4) years from the date NCPA receives the accounting. In the event of such an audit, the requested materials shall be provided at the location designated by Region 14 ESC or NCPA. In the event such audit reveals an underreporting of Contract Sales and a resulting underpayment of administrative fees, Vendor shall promptly pay NCPA the amount of such underpayment, together with interest on such amount and shall be obligated to reimburse NCPA's costs and expenses for such audit.

◆ General Provisions

- This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Agreement which is not contained herein shall be valid or binding.
- Awarded vendor agrees to allow NCPA to use their name and logo within website, marketing materials and advertisement. Any use of NCPA name and logo or any form of publicity regarding this contract by awarded vendor must have prior approval from NCPA.
- If any action at law or in equity is brought to enforce or interpret the provisions of this Agreement or to recover any administrative fee and accrued interest, the prevailing party shall be entitled to reasonable attorney's fees and costs in addition to any other relief to which such party may be entitled.
- Neither this Agreement nor any rights or obligations hereunder shall be assignable by Vendor without prior written consent of NCPA, provided, however, that the Vendor may, without such written consent, assign this Agreement and its rights and delegate its obligations hereunder in connection with the transfer or sale of all or substantially all of its assets or business related to this Agreement, or in the event of its merger, consolidation, change in control or similar transaction. Any permitted assignee shall assume all assigned obligations of its assignor under this Agreement.
- This Agreement and NCPA's rights and obligations hereunder may be assigned at NCPA's capacity to perform NCPA's obligations hereunder
- All written communications given hereunder shall be delivered to the addresses as set forth below.

National Cooperative Purchasing Alliance:	Vendor:	<u>WFF Facility Services, Inc.</u>
Name: <u>Matthew Mackel</u>	Name: <u>Rodger Hollenbeck</u>	
Title: <u>Director, Business Development</u>	Title: <u>Senior Vice President</u>	
Address: <u>PO Box 701273</u>	Address: <u>211 South Jefferson Avenue</u>	
<u>Houston, TX 77270</u>	<u>St. Louis, MO 63103</u>	
Signature: <u></u>	Signature: <u></u>	
Date: <u>July 1, 2020</u>	Date: <u>June 16, 2020</u>	

VENDOR QUESTIONNAIRE

Tab 3 – Vendor Questionnaire

Please provide responses to the following questions that address your company's operations, organization, structure, and processes for providing products and services.

◆ States Covered

- Bidder must indicate any and all states where products and services can be offered.
- Please indicate the price co-efficient for each state if it varies.

☒ **50 States & District of Columbia** (Selecting this box is equal to checking all boxes below)

- | | | |
|---|---|---|
| <input type="checkbox"/> Alabama | <input type="checkbox"/> Maryland | <input type="checkbox"/> South Carolina |
| <input type="checkbox"/> Alaska | <input type="checkbox"/> Massachusetts | <input type="checkbox"/> South Dakota |
| <input type="checkbox"/> Arizona | <input type="checkbox"/> Michigan | <input type="checkbox"/> Tennessee |
| <input type="checkbox"/> Arkansas | <input type="checkbox"/> Minnesota | <input type="checkbox"/> Texas |
| <input type="checkbox"/> California | <input type="checkbox"/> Mississippi | <input type="checkbox"/> Utah |
| <input type="checkbox"/> Colorado | <input type="checkbox"/> Missouri | <input type="checkbox"/> Vermont |
| <input type="checkbox"/> Connecticut | <input type="checkbox"/> Montana | <input type="checkbox"/> Virginia |
| <input type="checkbox"/> Delaware | <input type="checkbox"/> Nebraska | <input type="checkbox"/> Washington |
| <input type="checkbox"/> District of Columbia | <input type="checkbox"/> Nevada | <input type="checkbox"/> West Virginia |
| <input type="checkbox"/> Florida | <input type="checkbox"/> New Hampshire | <input type="checkbox"/> Wisconsin |
| <input type="checkbox"/> Georgia | <input type="checkbox"/> New Jersey | <input type="checkbox"/> Wyoming |
| <input type="checkbox"/> Hawaii | <input type="checkbox"/> New Mexico | |
| <input type="checkbox"/> Idaho | <input type="checkbox"/> New York | |
| <input type="checkbox"/> Illinois | <input type="checkbox"/> North Carolina | |
| <input type="checkbox"/> Indiana | <input type="checkbox"/> North Dakota | |
| <input type="checkbox"/> Iowa | <input type="checkbox"/> Ohio | |
| <input type="checkbox"/> Kansas | <input type="checkbox"/> Oklahoma | |
| <input type="checkbox"/> Kentucky | <input type="checkbox"/> Oregon | |
| <input type="checkbox"/> Louisiana | <input type="checkbox"/> Pennsylvania | |
| <input type="checkbox"/> Maine | <input type="checkbox"/> Rhode Island | |

☐ **All US Territories and Outlying Areas** (Selecting this box is equal to checking all boxes below)

- | | |
|---|---|
| <input type="checkbox"/> American Samoa | <input type="checkbox"/> Northern Mariana Islands |
| <input type="checkbox"/> Federated States of Micronesia | <input type="checkbox"/> Puerto Rico |
| <input type="checkbox"/> Guam | <input type="checkbox"/> U.S. Virgin Islands |
| <input type="checkbox"/> Midway Islands | |

♦ **Minority and Women**

Business Enterprise (MWBE) and (HUB) Participation

- It is the policy of some entities participating in NCPA to involve minority and women business enterprises (MWBE) and historically underutilized businesses (HUB) in the purchase of goods and services. Respondents shall indicate below whether or not they are an M/WBE or HUB certified.
 - **Minority / Women Business Enterprise**
 - Respondent Certifies that this firm is a M/WBE ☐
 - **Historically Underutilized Business**
 - Respondent Certifies that this firm is a HUB ☐

♦ **Residency**

- Responding Company's principal place of business is in the city of St. Louis, State of Missouri

♦ **Felony Conviction Notice**

- Please Check Applicable Box;
 - ☐ A publicly held corporation; therefore, this reporting requirement is not applicable.
 - ☒ Is not owned or operated by anyone who has been convicted of a felony.
 - ☐ Is owned or operated by the following individual(s) who has/have been convicted of a felony
- If the 3rd box is checked, a detailed explanation of the names and convictions must be attached.

♦ **Distribution Channel**

- Which best describes your company's position in the distribution channel:

<input type="checkbox"/> Manufacturer Direct	<input type="checkbox"/> Certified education/government reseller
<input type="checkbox"/> Authorized Distributor	<input type="checkbox"/> Manufacturer marketing through reseller
<input type="checkbox"/> Value-added reseller	<input checked="" type="checkbox"/> Other: <u>Facility Services</u>

♦ **Processing Information**

- Provide company contact information for the following:
 - **Sales Reports / Accounts Payable**

Contact Person: Rodger Hollenbeck

Title: Senior Vice President

Company: WFF Facility Services, Inc.

Address: 211 South Jefferson Avenue

City: St. Louis State: MO Zip: 63103

Phone: 314-652-2388 / 800-852-2388 Email: rhollenbeck@wffservices.com

- Purchase Orders

Contact Person: Rodger Hollenbeck
 Title: Senior Vice President
 Company: WFF Facility Services, Inc.
 Address: 211 South Jefferson Avenue
 City: St. Louis State: MO Zip: 63103
 Phone: 314-652-2388 / 800-852-2388 Email: rhollenbeck@wffservices.com

- Sales and Marketing

Contact Person: Rodger Hollenbeck
 Title: Senior Vice President
 Company: WFF Facility Services, Inc.
 Address: 211 South Jefferson Avenue
 City: St. Louis State: MO Zip: 63103
 Phone: 314-652-2388 / 800-852-2388 Email: rhollenbeck@wffservices.com

- ♦ Pricing Information

- In addition to the current typical unit pricing furnished herein, the Vendor agrees to offer all future product introductions at prices that are proportionate to Contract Pricing.
 - If answer is no, attach a statement detailing how pricing for NCPA participants would be calculated for future product introductions.

☒ Yes ☐ No
- Pricing submitted includes the required NCPA administrative fee. The NCPA fee is calculated based on the invoice price to the customer.

☒ Yes ☐ No
- Vendor will provide additional discounts for purchase of a guaranteed quantity.

☐ Yes ☒ No

- ♦ Cooperatives

- List any other cooperative or state contracts currently held or in the process of securing.

Cooperative/State Agency	Discount Offered	Expires	Annual Sales Volume

VENDOR PROFILE FORM

Tab 4 – Vendor Profile

Please provide the following information about your company:

- ◆ Company's official registered name.
WFF Facility Services, Inc.
- ◆ Brief history of your company, including the year it was established.
See Company History section of our proposal.
- ◆ Company's Dun & Bradstreet (D&B) number.
07-715-0308
- ◆ Company's organizational chart of those individuals that would be involved in the contract.
See WFF Corporate Organization Chart section of our proposal.
- ◆ Corporate office location.
 - List the number of sales and services offices for states being bid in solicitation.
 - List the names of key contacts at each with title, address, phone and e-mail address.**See Company History and Leadership Team sections of our proposal.**
- ◆ Define your standard terms of payment.
Net 30 Days
- ◆ Who is your competition in the marketplace?
ABM, SSC, Sodexo and other large facilities services companies.

- ◆ What differentiates your company from competitors?
WFF's objective is to be the best college and university facility service provider, not necessarily the biggest. See Company History, Leadership Team, Meet Our Experts sections of our proposal.
- ◆ Describe how your company will market this contract if awarded.
See Program/Process Overview, Maintenance, Landscaping, and Custodial sections of our proposal.
- ◆ Describe how you intend to introduce NCPA to your company.
See Transition Plan section of our proposal.
- ◆ Describe your firm's capabilities and functionality of your on-line catalog / ordering website.
We currently do not have an on-line catalog or ordering website.
- ◆ Describe your company's Customer Service Department (hours of operation, number of service centers, etc.)
See Customer Satisfaction section of our proposal.
- ◆ Green Initiatives
 - As our business grows, we want to make sure we minimize our impact on the Earth's climate. We are taking every step we can to implement innovative and responsible environmental practices throughout NCPA to reduce our carbon footprint, reduce waste,

energy conservation, ensure efficient computing and much more. To that effort we ask respondents to provide their companies environmental policy and/or green initiative.

[See Sustainability & Green Cleaning Equipment, Supplies & Methods sections of our proposal.](#)

◆ Vendor Certifications (if applicable)

- Provide a copy of all current licenses, registrations and certifications issued by federal, state and local agencies, and any other licenses, registrations or certifications from any other governmental entity with jurisdiction, allowing respondent to perform the covered services including, but not limited to, licenses, registrations, or certifications. Certifications can include M/WBE, HUB, and manufacturer certifications for sales and service.

[See Licenses & Permits, CIMS / Certification, Affiliations sections of our proposal.](#)

COMPANY HISTORY

WFF Facility Services is a privately-owned corporation with our support center in St. Louis, Missouri. Our reach extends from Seattle, Washington to Daytona Beach, Florida. Our focus is to provide facility services exclusively to colleges and universities. We are extremely proud of our consistent growth, solid partnerships and length of tenure with our current clients with an aligned culture and values system.



MISSION AND VALUES

OUR MISSION

We create safe environments that enrich lives and facilitate success

OUR CORE VALUES

- Service Above Self
- Personal Accountability
- Integrity
- Respect
- Engagement



MANAGEMENT PHILOSOPHY

WFF's objective is to be the best college and university facility service provider, not necessarily the biggest. We fulfill this objective by delivering quality service and building solid partnerships with every school. As a privately owned company, we are able to make decisions based on the long-term success of our partnerships and team members.

We strive to provide consistent, high quality service. Our key to successfully delivering quality service is combining professional on-site leadership, strong and invested corporate support operating on a platform of proven systems and processes. This approach provides experienced leadership and an operating model to assure professional management of the project.

The responsibility of the on-site director is to not only lead our facility team but also be an integral piece of your campus. While we recognize that many campuses have similar needs, our strength lies in our ability to identify and individually tailor programs to meet those unique needs and circumstances.

FOCUSED EXCLUSIVELY ON THE EDUCATION MARKET



AVERAGE PARTNER TENURE **10⁺** YEARS

TOTAL CLEANABLE SQUARE FOOTAGE **31.538.448**

PARTNERS NATIONWIDE

95.2% PARTNER RETENTION RATE

83% FULL TIME ASSOCIATES

AFFILIATIONS

WFF is affiliated with multiple educational industry organizations as well as several professional cleaning organizations.

As members of these organizations, we connect with other professionals and learn the newest methods, systems and efficiencies. We regularly attend the annual shows and conferences. We ensure our technical knowledge and training is up-to-date. We stay ahead of all new technologies and trends in the industry.

Educational Organizations



Professional Organizations



Cleaning & Environmental Organizations



CORPORATE FINANCIAL INFORMATION

Financial strength is critical to short-term and long-term success in most any business today. WFF Facility Services is on very solid ground from a financial perspective.

We have a very successful 46-year track record of growth and profitability. We have excellent long-term banking and financial relationships, and possess both the cash flow and a sufficient line of credit that allows WFF to pursue any and all additional opportunities we decide to undertake. There would be no difficulty in absorbing your project into our successful and financially sound company. We have the professional competence, solid character and financial resources necessary to guarantee a successful partnership between our companies.

Additionally, a sister division, Clean-Tech Company, is referred to in some of our financial statements and financial documents. The Clean-Tech Company is a St. Louis based commercial cleaning company that focuses on St. Louis area janitorial business. Clean-Tech was founded in 1964 and runs operationally separate from WFF Facility Services. The two companies share several backroom functions like accounting, human resources, safety and training, but each company has dedicated operational and sales teams that work specifically with their defined marketplace.

If you require any further documentation about WFF Facility Services' financial foundation, we would be happy to share that information. We are proud that our company has the financial capability to fully undertake any project we feel can develop into a strong partnership and when you work with WFF you will feel the difference working with a private, financially sound company. From the owner and senior management team to each director at every campus, WFF employs and empowers good stewards to make sure we deliver top-quality service and maximize the financial resources we control.



LEADERSHIP TEAM

WFF's leadership team manages some of the country's best facilities teams and are truly passionate about what they do. Their strategic direction for WFF focuses on cultivating the best team members and systems, fostering true partnerships and utilizing the latest technology, within a cohesive learning environment. We are creating a workplace where our team members take responsibility and pride in quality performance.

Our management teams are leaders who work to improve our efficiency and quality every day. They do not just work at WFF, they work on WFF to make us a better company. We understand that this is a service business and that the biggest component of that business is people.

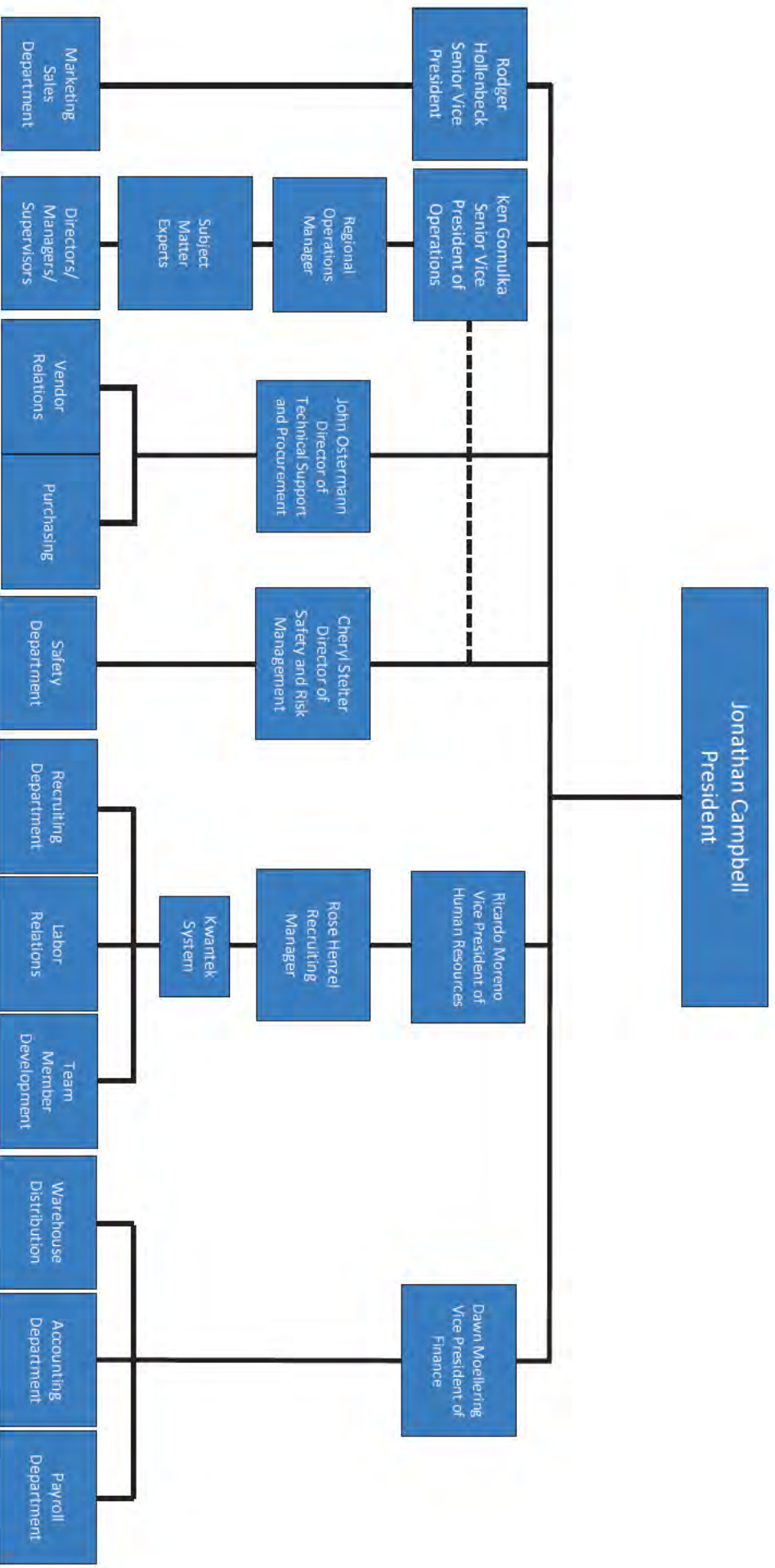
We believe that we have most dedicated and committed leaders in our industry. We are confident that our character and competence shine. We know that a good leader is critical in a quality service team. When you speak with some of our current partners, you will hear how effective our culture, selection and training is at making that happen.

We hire leaders that are passionate about their role in the company and have the integrity and expertise to lead their team. Our leaders are flexible in their work and creative in their solutions.

The following is our organization structure and brief biographies of the leadership team that will be responsible for working with NCPA. Our team will become an invaluable asset at your school.



WFF CORPORATE ORGANIZATION CHART



EXECUTIVE PROFILES/RESUMES

The WFF Executive Team is a strong, balanced blend of industry leaders whose exceptional knowledge and considerable experience strategically guide and support the delivery of long-term value.

Jonathan J. Campbell | President
jcampbell@wffservices.com | 314-324-8331

Jonathan Campbell carries a strong personal commitment to service excellence and creating platforms where our ladies and gentlemen are valued and empowered. In his role, Jonathan enjoys close relationships with our customers and is a visible presence on all of our campuses. The strategic vision for WFF focuses on constantly adding value to the customers we serve and growing the business in a controlled manner with selected institutions that share common values and desire a true collaborative partnership.

Prior to his current role, Jonathan worked with Ritz-Carlton Hotel Company for fourteen years. He became the youngest General Manager in the company's history and won the Malcolm Baldrige Quality award in 1992 and 1999.

Jonathan is a graduate of Huddersfield University, earning a Bachelor of Science with Honors.

Rodger Hollenbeck | Senior Vice President
rhollenbeck@wffservices.com | 314-280-9796

Rodger is a graduate of the University of Missouri and has over 25 years of executive management experience. He has been involved in custodial services for over 10 years where he held the positions of Operations Manager and General Manager. He also held positions of Vice President of Sales & Marketing as well as President and CEO of Albers Manufacturing where he was employed prior to joining WFF in 2009. Rodger's success in business is attributed to his focus on customer service and establishing long-term partnerships with every customer. His leadership skills, ability to train and motivate people are the keys to his success.

Rodger resides in Lake St. Louis when he is not visiting his schools and can be found on his sailboat or at the tennis courts. Rodger's passion for life can be seen and felt when working around him and his ability to understand the custodial business and communicate it to every level of employee is a true gift.

Dawn Moellering | Vice President of Finance
dmoellering@wffservices.com | 314-652-2388

Dawn Moellering was named Vice President of Finance at WFF Facility Services January 2020 after joining the company as Controller in 2015 and promoted to Director of Finance in May 2017. With a continued focus on providing quality business support and efficient processes, Dawn provides strategic leadership for the company's business and finance functions, as well as management of its financial and capital resources. Dawn oversees budget and financial planning, business applications and support, procurement services, payroll, accounts payable and receivable, treasury management, variance analysis, and audit.

Dawn has a Bachelor of Science degree in Accounting from the University of Missouri and a Master of Business Administration degree from Webster University. She has 25 years of diverse accounting experience in healthcare, scrap metal recycling, manufacturing and service industries.

Ricardo Moreno | Vice President of Human Resources
rmoreno@wffservices.com | 314-652-2388

Ricardo Moreno is the Vice President of Human Resources at WFF Facility Services. Ricardo's responsibilities include oversight for the promulgation of WFF's culture through mission and values, as well as talent acquisition and compliance. Our goal is to promote a safe, respectful and nurturing environment which fulfills and engages our team members.

Ricardo has held human resources leadership roles for over 25 years in a variety of service related industries. These varied leadership experiences with organizations like Hyatt Hotels, Sea World/Busch, United Healthcare and others provide considerable depth to draw upon for the achievement of WFF's goals.

Ricardo is a native of Bogota, Colombia and where he received his Bachelor's degree in Hotel Administration from El Centro Nacional de Hoteleria.

Ken Gomulka | Senior Vice President of Operations
kgomulka@wffservices.com | 954-299-6508

Ken Gomulka is the Senior Vice President of Operations at WFF Facility Services. As Senior Vice President, Ken is responsible for WFF's operations in the southern part of the United States. Ken and his operations team develop and implement strategies to increase productivity and performance in key areas, introduce new team members and partners to WFF's unique legacy and invest in and maximize opportunities across the country.

Ken is a graduate of Seton Hall University and has over 30 years of executive management experience. He has been involved in facility support services for over 25 years and brings to WFF successful leadership in facilities management, business development, contract administration and financial oversight. Ken has a proven track record of creating and motivating highly effective teams and achieving exceptional customer satisfaction and retention.

Cheryl Stelter | Director of Safety and Risk Management
cstelter@wffservices.com | 314-652-2388

Cheryl has worked in manufacturing in both quality and EHS for over 25 years. She has extensive experience with industrial safety, worker's compensation and design and delivery of OSHA training topics. Her focus is on illness and injury prevention in the workplace, as well as at home, and focuses on partnering with team members to identify hazards and risks, and the means to eliminate them or safely work around them. Cheryl has completed OSHA-30 hour training and continues to stay updated on specific safety and regulatory issues and concerns.

WFF's customized training and education materials center around proactive awareness and reinforcing behavioral habits. From key control and building access to indoor air quality and cleaning for health, Cheryl's role supports enhancing the campus learning environment. Our team also views itself as an extension to our customers' safety and emergency plans and understands the importance of the role our team members play in maintaining and supporting these plans.

MEET OUR EXPERTS

Plant Operations and Maintenance

Rick Briscoe

Rick Briscoe is a member of the Facilities Management team at WFF Facility Services. In his role as Operations Director, Rick formulates initiatives supporting technical facility operations. He is utilized not only from a facility condition assessment approach but also from deliverables, defining key performance indices. He brings teaming and partnering focusing on energy conservation, sustainability and implementation of a variety of computer maintenance management systems.

Rick has well over 30 years of continuous service within operations and maintenance, as well as the facilities management industry with his career covering a wide range of roles and responsibilities. Over those 30 years, he has grown his engineering skill set and capacity with positions at several top companies such as Daiken (largest worldwide manufacturer of HVAC equipment), Johnson Controls and Cushman & Wakefield. Rick has also been successful in a variety of vertical markets within the facilities management arena including higher education, healthcare, semiconductor, pharmaceutical, manufacturing, and construction management. Within these diverse markets he has authored FDA regulated SOP's, co-written safety programs, and led industry training for new equipment and procedures creating best practices and establishing compliance standards.

Grounds Expert

Spin Martin

One of the industry's most experienced specialists on natural grass sports fields and Field Turf synthetic fields. Almost thirty years in the pro sports turf industry led to the successful completion of ten rewarding seasons as Head Groundskeeper of the Indianapolis Colts following five rewarding seasons as Head Groundskeeper for the Carolina Panthers. Worked 16 years under Bill Polian and previously held the position of Turf Specialist and Consultant to the NFL and Assistant to the noted natural turf specialist George Toma. Assisted in the preparation of the playing fields for 15 Super Bowls as well as two Pro Bowls and four American Bowl fields. Began career with nine years on the Kansas City Royals Grounds Crew. Mentored in agronomy by the world-renowned PGA agronomist, former Dr. James Watson, recipient of the PGA's 1996 Prestigious Award.

NFL Indianapolis Colts	NFL Carolina Panthers	Turf Specialist/Consultant NFL Groundcrew	Kansas City Royals
Head Groundskeeper	Head Groundskeeper	National Football League (NFL)	Kansas City Royals Grounds Crew

Horticulturist

Kathryn Earle

Kathryn Earle is WFF's Horticulturist based at The University of Tulsa and The Gilcrease Museum. She has degrees in Applied Science Landscape Design/Construction, 2012, and Associate in Arts, 2007, from Tulsa Community College. She is an ISA Certified Arborist, overseeing 3,000 plus trees on both properties. Since 2015, she has overseen a tree health plan for newly planted trees and the maintenance of trees planted during TU's recent expansion as part of their Facilities and Landscape Masterplan. A key component of the TU Urban Forest is maintaining the Arbor Pro Tree Inventory software program. Kathryn also oversees, on both properties, the twice annual flowerbed installations, maintains the many shrub bed areas and has been designing and installing Monarch Waystations as part of TU's sustainability program. In addition to her current position, she is a volunteer with Tulsa's Up With Trees, a non-profit urban re-forestation and education organization and is the President of the Tulsa Area Daylily Society.

Irrigation Specialist

Jay Pruitt

Jay Pruitt has 18 years of experience in the irrigation industry with a certification on Rainbird Maxicom Systems hardware and software, 10 years of experience with Rainbird pump stations, and 4 years of experience using Ethernet communications for primary and secondary communication.

Custodial Expert

Jason Watson

Jason Watson is a member of the senior leadership team at WFF Facility Services. Jason has 27 years of industry experience and expertise in every facet of custodial services. His adaptable approach has allowed him to serve customers throughout the U.S., playing an instrumental part in identifying needs, and providing solutions in a wide variety of facilities and atmospheres, from major sporting venues to some of the most prestigious universities in the country. With a passion for learning, safety, and sustainable operations, Jason has led successful process improvement initiatives and developmental programs for industry leaders.

Driven by continuous learning and practical application, Jason holds several industry designations such as RBSP, SFP, I.C.E., C.I.T.S., bringing credibility to the implementation of industry best practices. Jason joined WFF in January of 2009. As VP of Operations, he led the WFF team in obtaining national CIMS-GB with Honors designation, ensuring that our leaders are experts in standardized, sustainable service delivery to our business partners. From program design, start-up implementation, to ongoing consistent execution, Jason's expertise, experience, and drive for excellence makes him a valuable part of the service solutions our organization provides.

PROGRAM/PROCESS OVERVIEW

From Transition to Optimization

Whether a new client or a long-term partner, our drive to add value and exceed expectations is unprecedented. Our three-phased approach to enhancing our service offerings ensures common goals and expectations are proactively managed and achieved.



Transition

During the Transition phase, comprehensive data gathering and analyses are conducted to:

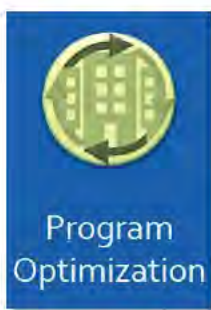
- Evaluate the current state and size of the facility/facilities
- Define expectations, measurements, and goals
- Determine immediate opportunities for improvement
- Establish customized facility plans and schedules



Core Program

The Core Program phase ensures standardization and improvement of execution and results

- Cross-training of team members for flexible service delivery (where appropriate)
- Validation and audits to ensure consistency and standardization of results
- Continuous improvement of processes and methods through continual evaluation of best-practices and the utilization of proven methodologies including ISO and Lean
- Transparency through trend reports



Program Optimization

The Program Optimization phase provides a comprehensive “menu” of service offerings to improve sustainability, reduce the carbon footprint, and reduce energy costs. Program optimization offerings are selected based on client needs, and community and industry demands.

MAINTENANCE EXPERIENCE OVERVIEW

WFF Facility Services offers its clients a single point of contact for facilities operations and maintenance either through direct employment or through subcontract services.

WFF's facilities operations and maintenance services include:

- Comprehensive Facilities Operations and Maintenance Services
 - Facilities Management Services
 - Maintenance and Repair Operations
 - Preventive Maintenance (PM) Programs
 - SchoolDude Software for Facility Management
 - Trade Personnel (Including Electricians, Operating Engineers, HVAC Technicians, Plumbers, Carpenters, Painters, etc.)
 - Project/Contract Management and Peer Review
 - Emergency Preparedness Planning
 - Inclement Weather/Natural Disaster Planning
- Coordinated Facility Beautification Program
 - Improved Aesthetics Maintenance Program
 - Enhanced Buildings and Grounds Curb Appeal
- Coordination, Supervision, and Confirmation of PM Work
 - Detailed and Extensive Building Assets Inventory
 - Work Order System
 - Preventive and Corrective Maintenance
 - Purchase Order and Inventory System



PLANT OPERATIONS AND MAINTENANCE PROGRAM OVERVIEW

TRANSITION	CORE PROGRAM	PROGRAM OPTIMIZATION
Conduct Asset Inventory	Program Evaluation Tool/Process Implementation	Conduct Self-Perform vs. Subcontract Analysis
Fully Implement CMMS:PM/Life Safety/Corrective	Implement Ongoing Job Skill Training	Predictive/Reliability Centered Maintenance Review
Deferred Maintenance /Project Management	Initiate Safety Training Program and Calendar	Life Cycle Management
Fully Implement CMMS: PM/Life Safety/Corrective Deferred Maintenance/Project Management Coding/Reports	Regulatory Training Program	Capital Planning Support
Establish Customer Expectations	Quality Assurance Program	Total Cost of Ownership (TCO)
Develop Orientation Program for New Team Members	Customer Satisfaction /Governance Program	Establish Energy Analytics
Develop on-Boarding Process for New Team Members	Reporting Needs and Procedures	Sustainability Initiatives in Place
Establish Insurance Compliance Program for Sub-Contractors	Skills Assessment Process for Staff	Building Information Management (BIM)
Set Up Back Office Procedures	Cross Training Program Initiated	Communities of Practice Established with Peer / Best in Class Institutions
Perform/Update Facility Condition Assessment (FCA)	Assessment and Continual Enhancements Maintaining Reliability	Re-engineering Process Begins Including De-Commission
Establish Licensing/ Certification SOP's	Develop Job Growth Path and Create Milestone Trade Objectives	Initiate Process Improvements
Agree on Key Performance Indicators (KPIs)	Create First Year Initial Assessments That Yield Reportable Indices	Refine KPI's
Develop Emergency Preparedness Plan	Train and Enhance Existing Plans Developing Annual Reviews of Each Plan's Effectiveness	Parallel FEMA Standards Including NCPA's Business Continuity
Set Up Operations Manual with SOP's	Train and Utilize in Job Growth Plan as Team Members Master Responsibilities	Sustain Procedures Implementing Best Practices
Refine Contingency Planning	Measure Against Previous Years Creating Cost Avoidance and Cost Reducing Metrics	Evaluations Long Term Impacting Deferred Lists Within the FCA

FACILITIES MANAGEMENT SERVICES

INTRODUCTION

It is widely recognized that operations and maintenance represent the greatest exposure in owning and operating a portfolio comprised of various types of facilities in a higher education environment. After review of various campus-wide assets coupled with the Facilities Condition Assessment in the RFP, WFF will take a systematic approach with different weighted components and classification techniques that uniquely incorporate NCPA's perspective within an applicative method of applied indices. The accuracy, relevancy, and timeliness of a well-developed, user-friendly maintenance operation is critical to the success of any Facilities Management Program. It is becoming more common for detailed, facility-specific operations and maintenance manuals to be updated adjusting to both budget and equipment specific needs. The goal is to effectively and efficiently support the life cycle of the facility by eliminating unplanned shutdowns and business interruptions that impact NCPA's core educational mission and maximize the life span of all assets.

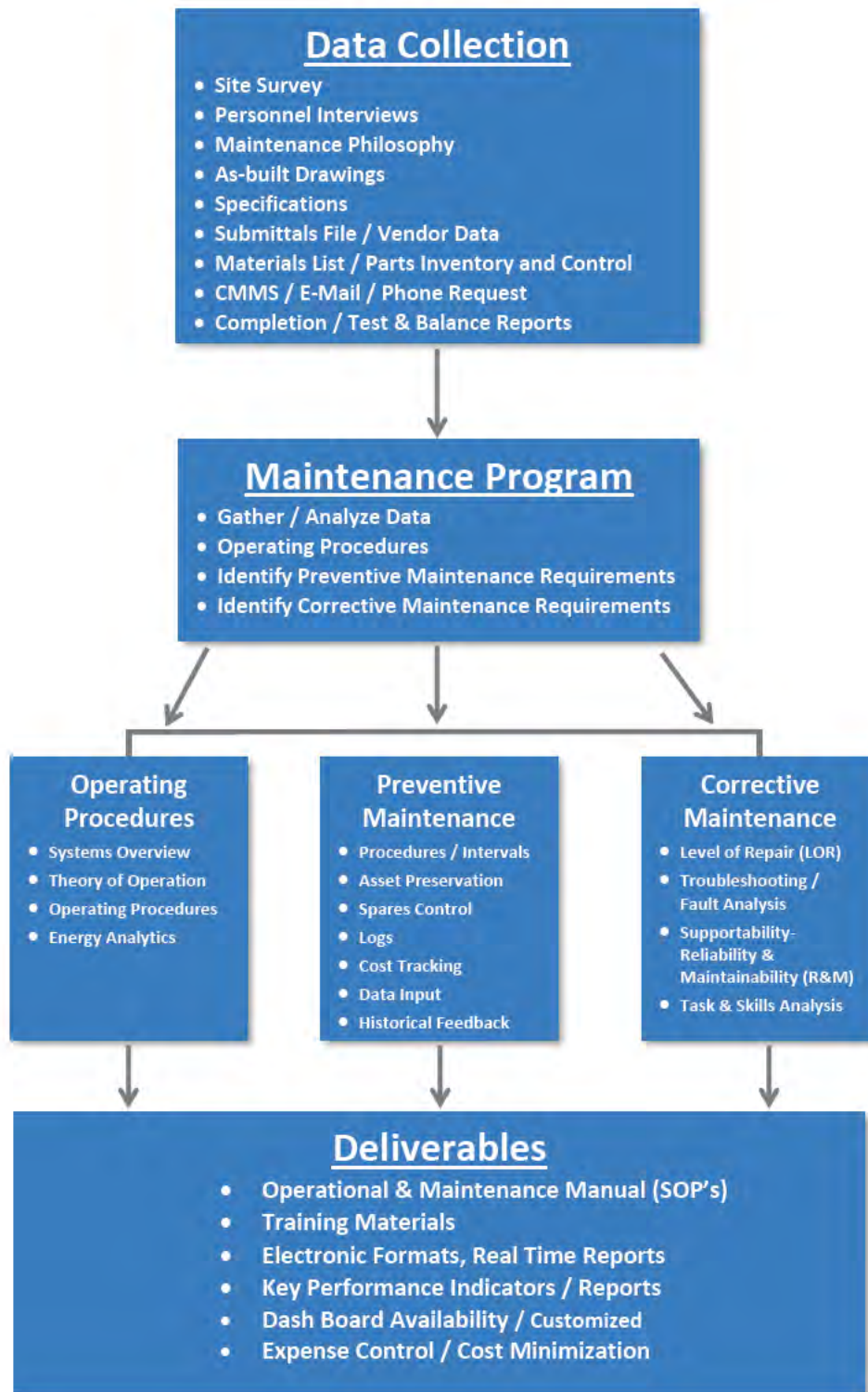
A Facilities Management Program should be based on information, experience and expertise utilizing comprehensive facility operations and maintenance programs. During our site visits, WFF subject matter experts toured many buildings, spaces, and systems. We also listened to staff, faculty and teams that we encountered and are committed to a total comprehensive solution comprised of:

- System-level Operations and Maintenance Information:
 - Physical descriptions
 - Functional descriptions
 - Safety procedures
 - Troubleshooting guidelines
- Preventive Maintenance (Procedures and Schedules)
- Planned or Programmed Maintenance (Facility Assessment Integrated Components)
- Corrective Maintenance (Repair Requirements)
- Parts Lists (Inventory Management)
- Operation/Maintenance Significant Drawings
- Equipment specific operations and maintenance information, organized into a vendor/manufacturer data library

Within this architecture of applied disciplines, WFF will partner with NCPA stakeholders creating sustainable paths using latest technologies and accepted standards. One of these is the ISO 55000 Asset Management series. Since its adoption, the ISO 55000 Asset Management series bases developing, implementing and maintaining an asset management system with universal guidelines that benchmarks the life cycle. With these types of systems and the Facility Condition Indices, as provided, we can be proactive and forecast future physical needs, capital needs and functional needs.

Our further partnership with NCPA creates sustainable operation road mapping. This process (concept, design, procure, construct, commission, operate, maintain, and decommission) provides the basis of an integrated facility management philosophy, while the operations and maintenance program provides a means to reduce operating costs and to ensure an environment conducive to learning.

FACILITIES MANAGEMENT SOLUTION



MAINTENANCE PROGRAM

With an aging portfolio, individual facilities with unique assets require a complete and extensive Maintenance Program. Central to the success of the Maintenance Program is preventive maintenance. Preventive maintenance consists of a series of maintenance requirements (maintenance best practices) that provide a basis for planning, scheduling, and executing scheduled maintenance. Historical data including planned versus corrective (Reliability Centered Maintenance) is utilized for the purpose of sustaining equipment life and to avoid any unplanned maintenance activity that impacts NCPA's educational experience. These can be defined through the maintenance program. Preventive maintenance includes a myriad of task oriented actions all carefully performed, reported, and adjusted throughout the asset's life cycle.

MAINTENANCE PLAN

The purpose of a maintenance plan is to describe the best means to maximize equipment operational availability, while minimizing any impact to NCPA's core objectives. Once developed, the maintenance plan will typically identify preventive maintenance task descriptions and schedules, troubleshooting, corrective maintenance task descriptions, spare parts identification, inventory, and any unique storage requirements.

PREVENTIVE MAINTENANCE DATA

Preventive maintenance data includes equipment tag information, procedures, safety impacts, replacement parts, special tools, lubrication requirements, service providers, warranty information. This data can be incorporated into system-level operation and maintenance manuals as well as the CMMS.

CMMS applications typically support facility management needs associated with personnel, leasing, furniture, construction, equipment (including fleet vehicles), labor, spare parts inventory, preventive maintenance scheduling, work order generation, and associated costs tracking. The CMMS products should have the ability to be tailored to owner-specific requirements including financial, energy, and mission oriented deliverables.

OPERATIONS & MAINTENANCE MANUAL (SOP's)

Introduces the reader to the facility. Outlines the structure, content, how to use the manual, and includes a brief outline of the various systems covered. In addition, it contains a list of emergency contacts and a list of supplementary material available on the facility such as:

- Design/Construction
- Specifications Submittals File
 - Completion reports
 - as-built drawings materials list
 - Certified tests and reports
 - Historical modifications and renewals
 - Safety procedures
 - Risk assessments
 - Energy based curtailment procedures

Safety Data: Safety hazards commonly associated with the operation of system/equipment applicable to the facility are identified and their prevention is discussed.

Utility Systems: Discusses the various site utility systems that interface with the facility. These include water supply systems, sanitary waste, electrical, natural gas, communications, security, and storm water, etc.

Energy and Demand Specific Operations: Discusses the various site systems that require specific operation, shut down, rotation, and or limitation due to outside conditions or unavailability of an energy source.

Special Events (Graduation, Homecoming, and Freshman Orientation): Operations and maintenance of event spaces as needed for repetitive events including diagrammatic arrangements with specific use.

Building Interior & Exterior: Includes housekeeping and general maintenance of the facility. The importance of conducting an annual inspection is discussed together with record keeping forms for conducting the inspections.

Plumbing: Operations and maintenance of the domestic water and sanitary waste systems.

Fire Protection: Operations and maintenance of the fire protection wet/dry pipe sprinkler systems.

Heating, Ventilating & Air Conditioning (HVAC): Operations and maintenance of the building's HVAC systems, automated controls, refrigeration, exhaust, space heating, and central air systems.

Fire Detection & Intrusion Alarms: Operations and maintenance of fire detection, intrusion detection, and alarm systems.

Electrical: Operations and maintenance of power distribution equipment and backup/emergency electrical systems.

Conveying Systems: General information and preventive maintenance for elevators, escalators, wheel chair lifts, conveyors, etc.

Other Systems Based on Facility Requirements: General information and preventive maintenance requirements for other systems and equipment not already identified.

Operating Logs: General information and instructions for using maintenance log forms.

Maintenance Charts: Maintenance charts include maintenance frequency checklists, maintenance summary, lamp replacement data sheet, equipment data sheets, recommended maintenance and service contacts.

Manufacturers' Literature: Identifies manuals, cut sheets, etc., from equipment manufacturers that amplify information provided within the system-level operations and maintenance manual. Manufacturers' literature generally provides procedures to operate, maintain, troubleshoot, and repair specific items at the equipment level. This information is contained in a separate volume of binders, identified by facility/system, for easy reference. Specific material or complete documents can also be electronically scanned such as linking from the system-level manual.

OPERATIONS & MAINTENANCE MANUAL TECHNICAL CONTENT

Description - System-Level: Description of the system and its purpose, how it operates, and any interfaces it may have. A table can provide overall system design criteria, i.e. flow, pressure, temperature, capacity, power requirements, etc.

Operating Procedures - Controls/Start-up/Shutdown/Emergency Over-Ride/Seasonal Changeover:

Operating instructions include equipment configurations for each mode of operation, e.g. valve positions, control settings, intended operating strategies, and break-in procedures.

Problems and Solutions - Troubleshooting: System-level troubleshooting tables guide maintenance personnel, via fault tree analysis, in a sequential, step-by-step isolation of a system problem to identify faulty equipment. Typical malfunctions, tests, or inspections, and corrective actions or recommendations to correct malfunctions are included.

Preventive Maintenance - Procedures/Intervals: Maintenance tasks are developed for equipment that comprises the system. Preventive and corrective maintenance are discussed. Scheduled intervals (e.g., daily, weekly, monthly, etc.) are determined and assigned to preventive maintenance tasks to maximize systems' run time, thereby reducing corrective maintenance tasks.

Figures/Illustrations: Operations maintenance significant figures/illustrations should be included in the manual and referenced from the narrative text. Illustrations can provide the layout of the overall site-campus/facility/floor down to systems/ equipment and area/room locations. They can be generated for operations and maintenance manual use from BIM/3D models and engineering drawings that are modified for ease of readability in the manual. They typically include the following:

- Area floor plans with system/equipment tags and physical (room) locations identified.
- Safety warnings and cautions regarding potential hazards, both to personnel and to equipment. Photographs of systems/equipment with identifying callouts.
- Electrical schematics, piping diagrams, and air flow schematics provide equipment interconnections and are important for troubleshooting.
- Valve schedules indicating valve number, location, type, size, normal position.

MAINTENANCE AND REPAIR OPERATIONS

MAINTENANCE AND REPAIR OPERATIONS OVERVIEW

- Assess the condition of the facility systems, structure, interiors, exteriors and grounds and perform necessary repairs.
- Manage/oversee facility operations and maintenance of (hard) services.
- Manage / oversee occupant (soft) services; custodial, parking, mail room, and moving services.
- Develop specifications and performance requirements for services and select best resources.
- Measure, manage, and plan for performance, efficiency, sustainability and mission-related expectations.

PREVENTIVE MAINTENANCE PROGRAM

There are two types of maintenance strategies employed by companies that rely on equipment – reactive maintenance and preventive maintenance. Reactive maintenance goes by the “if it isn’t broke, don’t fix it” motto, or (run to fail), both strategies gives the perception of saving money short term but often ends up costing substantially more in the long run. Preventive maintenance, on the other hand, is a carefully designed maintenance program making data driven decisions where maintenance tasks are performed routinely to avoid larger, costly fixes down the line.

Many asset managers in higher education have recognized the benefits of preventive maintenance and are now turning to preventive maintenance software (CMMS) for ongoing equipment upkeep. Here is a look at the top reasons why preventive maintenance is a much better alternative to reactive maintenance.

Companies that rely solely on reactive maintenance are essentially waiting for a problem to happen, and this can often be a very costly move. Unplanned downtime can result in idle team members, halting the production line, missed deadlines, and – for property managers of hotels, resorts, school campuses and other consumer facing industries – long-term damage to their brand. An unexpected failure can also mean having to pay technicians overtime and having to pay out extra money for overnight delivery of parts. A preventive maintenance program is meant to avoid these problems through long-term maintenance tasks that are planned for using CMMS software.

A preventive maintenance plan can save money because efforts will be focused on preventing equipment failure rather than responding to emergencies, and preventive maintenance is usually much cheaper and faster than big fixes. Maintenance managers can use CMMS software to set up a maintenance program, which simplifies the transition from reactive to preventive maintenance and is also very cost effective.

INCREASED EQUIPMENT EFFICIENCY

CMMS software can help plan routine maintenance such as inspections, oil and fluid changes, part replacements and more. These little fixes can help equipment to run much more efficiently. In turn, you will benefit from fuel and energy savings because equipment will be running at peak performance.

While almost all maintenance tasks require some equipment downtime, a preventive maintenance program can decrease and optimize that downtime. For example, you don't experience unexpected downtime as much as if they were to rely solely on reactive maintenance. CMMS software can also be used to pre-plan maintenance tasks at optimal times so the downtime experienced is less troublesome. Decreasing equipment downtime is a benefit that saves time in maintenance and day-to-day operations.

When equipment isn't working in optimal condition, it creates many hazards, unsafe working conditions and even emergency situations where workers are injured. Preventive maintenance improves the safety of equipment and therefore the safety of workers resulting in fewer on the job injuries and accidents.

CONSERVATION OF ASSETS

Most equipment these days is certainly not inexpensive, but the better you care for your equipment, the longer it will last. Preventive maintenance will prolong the life of equipment, so you can get more hours out of the equipment, resulting in reduced costs and increased savings.

The numerous benefits of preventive maintenance have caused many maintenance managers to shift from reactive maintenance to a regular, routine preventive maintenance plan meant to prevent problems and optimize equipment. Today's CMMS software helps facilitate preventive maintenance by helping schedule maintenance tasks and keep organized records of all inspections and fixes. Preventive maintenance is the best option for universities that want to succeed long term, and therefore understand that they need a long-term plan for proper equipment upkeep.

CORRECTIVE MAINTENANCE

Corrective maintenance is a maintenance task performed to identify, isolate, and rectify a fault so that the failed equipment, machine, or asset can be restored to an operational condition within the tolerances or limits established for in-service operations which enables it to perform its intended function. Within this parameter, three unique definable types exist:

Planned or Programmed Maintenance

- Includes those maintenance tasks whose cycle exceeds one year. Examples of planned or programmed maintenance are painting, flood coating of roofs, overlays and seal coating of roads and parking lots, multi-year conformance tests required by outside agencies, pigging of constricted utility lines and similar functions.

Emergency Maintenance

- Unscheduled work that requires immediate action to restore services, to remove problems that could interrupt activities, or to protect life and property.

Unscheduled/Unplanned Maintenance

- Reactive and non-emergency corrective work activities that occur in the current budget cycle or annual program. Activities may range from unplanned maintenance of a nuisance nature requiring low levels of skill for correction, to non-emergency tasks involving a moderate to major repair or correction requiring skilled labor.

Although the importance that is industry defined as “Preventive” preserves and ensures full life of assets, quick responsive actions deriving from corrective maintenance provides the stable foundation that minimizes impact of the resource.

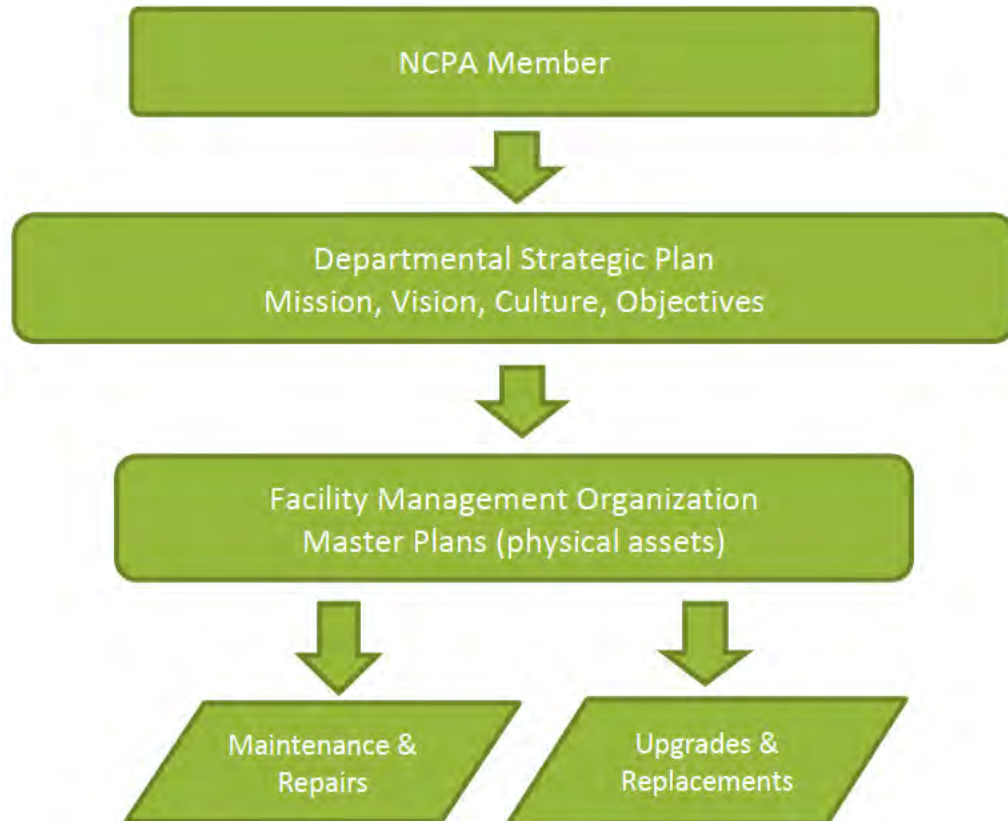
PROJECT MANAGEMENT SERVICES

WFF Facilities Services has the capability to provide project management services which specialize in delivering customization to your campus no matter the scope, size or complexity. WFF Team Facility Managers and Subject Matter Experts, play a significant role throughout the entirety of a project beginning with the incipient stages of planning, design, scope and schedule development through final successful completion.

Project planning and management are core skills necessary to perform in a facility management role. These skills are particularly important because of the wide range of projects and responsibilities assigned to any facility organization. Projects vary in scope, complexity, duration and financial risk.

Our WFF Facilities Team will provide and deliver proper management, execution, and control of projects to ensure our customer, key stakeholders, shareholders, and key personnel financial surety and success of your operational investments.

- Project tasks are planned and coordinated so that:
 - Schedules are fully communicated with all key stakeholders, shareholders and key personnel maintained for critical timeliness.
 - Tasks are performed when scheduled by the people assigned.
 - Work is performed by appropriately qualified staff or others.
 - Potential Interruptions to Business Operations are investigated, minimalized and prevented.
 - Rework and downtime are reduced/eliminated.
- On-site inspections occur as needed.
- Project team meetings occur as needed.
- Project Documents, shop drawings are reviewed for accuracy and detail allowing for timely modifications if needed.
- Work in progress and work completed are compared to project documents and specifications to adhere and comply with schedules.
- Commissioning and witness testing are properly scheduled and conducted.
- Steps needed to ensure rights under warranties are maintained and in place.
- Performance is tracked, and corrective action taken as required.
- Modifications to plans are identified, communicated, documented and approved prior to further action.
- The risk management plan is reviewed and updated regularly.
- Project costs are tracked and controlled.
- Payments are reviewed and approved.
- Final inspection is conducted for surety and compliance of project scope.

STRATEGIC PLAN MODEL

CMMS COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEMS (SCHOOLDUDE)

Amongst many components that has won WFF a substantial share of business in the Facilities Management field, is our unique ability and drive to select the highest skilled and experienced individuals to lead our accounts. In addition, we understand the need to manage costly assets with planned care and through measured plans, to avert financial crisis in the breakdown of assets and facilities for our clients. We also understand the criticality to provide administration with the data to make data driven decisions regarding facilities and recapitalization to protect your significant investment in facilities. Coupled with our experience and skill, choosing the appropriate CMMS system to support our efforts is critical.

WFF searches for the best in our selection of candidates to provide care for client equipment and assets as well as selecting appropriate CMMS partners and their programs, (like School Dude from Dude Solutions), and their analysis measurement components, KPI's (Key Performance Indicators), to help drive these efforts successfully.



Key components WFF searches for in the correct alignment of CMMS programs to deliver outstanding measurable benefits to our client partner needs are to:

- Reduce windshield time and increase productivity with a mobile workforce
- Increase reporting efficiency and accuracy to justify funding and budget requests
- Capture the total picture of facility support services with a centralized database
- Generate 15% or more in productivity gains
- Improve communications within the department and with end users
- Extend the life of equipment by 25% by performing recurring maintenance creating a predictive platform to follow
- Reducing risk by ensuring that needed maintenance is properly prioritized
- Improve accountability with accurate work tracking
- Improve customer satisfaction by allowing end users the ability to submit requests and sending automatic status updates.

DUDE INTELLIGENCE

Actionable Insight into your Operations

Dude Intelligence is the only business intelligence (BI) tool that puts the collective wisdom of nearly 10,000 operations teams at your fingertips. By delivering actionable insight across your operations – from the boardroom to the boiler room – Dude Intelligence empowers you, your teams and your organization to reach their full potential.

Challenge

Today's operations professionals face an unprecedented array of challenges. With bigger goals, smaller budgets and growing scrutiny over results, it's never been more important to have visibility into how you're doing and be armed with a well-informed plan for improvement.

Solution

Dude Intelligence gives you that power. Combining a powerful, industry-specific BI dashboard with the world's largest database of user-driven operations transactions, Dude Intelligence delivers actionable insight into the broad range of tasks and priorities you manage on a daily basis.

What Is Dude Intelligence?

Dude Intelligence is a revolutionary business intelligence solution that combines powerful key performance indicators (KPIs), reporting tools, and operations dashboards that leverage the experience and data of thousands of clients across multiple industries. The result is a unique intelligence platform that empowers you to analyze your performance, compare it against that of your top-performing peers, and get your own custom blueprint for improvement.

Benefits

- Showcase the impact you're making at your institution and community
- Justify staff, resources, customer service, responsiveness and team productivity
- Highlight successes as well as opportunities for improvement
- Tap into the operational best practices of your peers
- Leverage the full power of the Dude Solutions platform, today and in the future

Manage

- Execute, monitor and maintain assets and workflow
- Capture operations data across multiple sources and locations
- Support processes that best drive operational efficiency


Analyze

- Transform data from across your applications into knowledge
- Benchmark your performance against that of your peers
- Spot trends and drill down into root-cause analysis

Improve

- Develop action plans for improvement while automating core processes
- Deliver tasks and information directly to users
- Ensure process changes are implemented and refined as needed

Report Card – Track, Measure, Justify



Take a look at your help desk status and get a bird's eye view of your help desk activities – or drill down by view by team member.

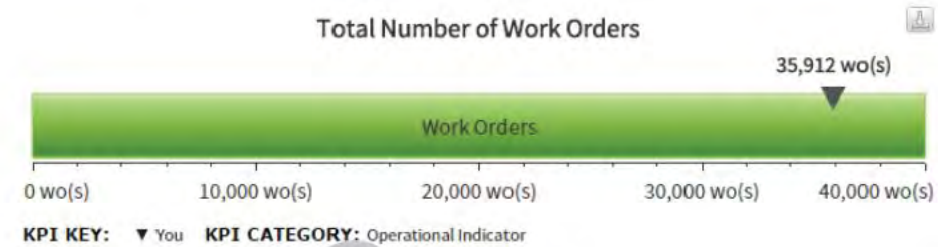
SchoolDude in the Cloud



Sample KPIs / Dashboards

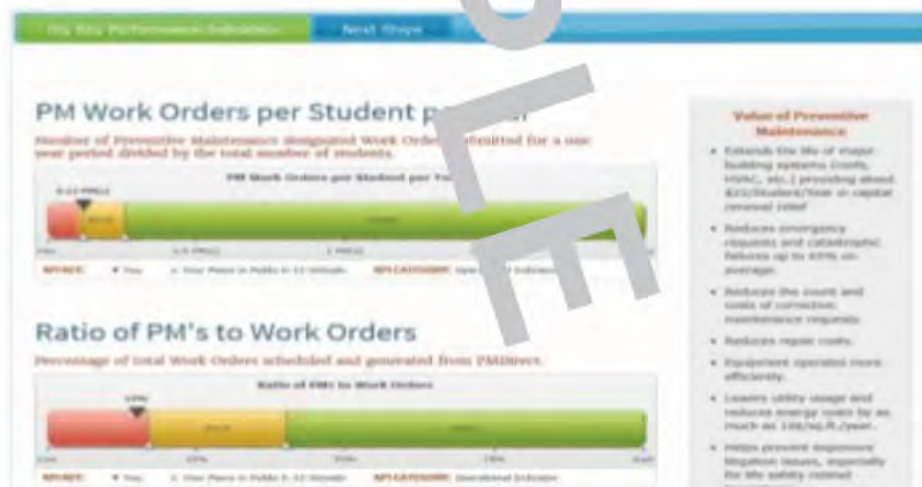
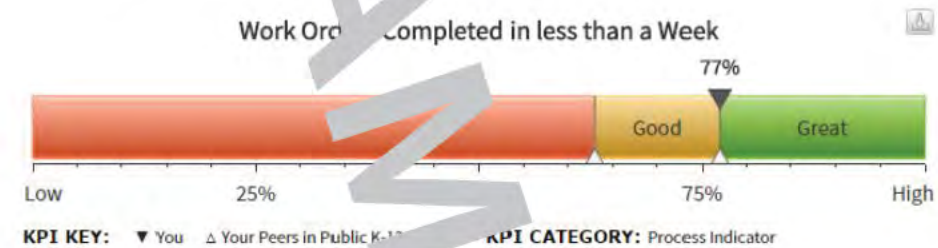
Total Number of Work Orders

Total number of work orders for a 12 month window.



Work Orders Completed in less than a Week

Percentage of routine work orders completed in less than seven days.



Mobile Applications

- Increase motivation efforts of the team, awareness of accountability of individual and team performances, and the ability to work tickets directly from mobile devices
- Increase productivity by tracking time tasks and reduce travel time to productive tool usage and equipment attention time.



Reporting

- Reports can be customized and created per the scrutiny and needs of the end user
- Budgets, transactions, costs and more translated into graphs
- Ability to translate reports into other programs such as PDF or Excel

Managing Inventory and Purchasing

Program Inventory Management to track all inventory and streamline the process of requesting, ordering, tracking supplies and tools, and allocation of supplies to future work requests and orders.

Benefits

- Implement central Inventory management efficiencies while eliminating paper forms and antiquated stock management
- Revenue savings with automatic request routing and inventory management
- Eliminate unnecessary shelf items and reduce unused inventory
- Track inventory to reduce shrinkage
- Accountability of inventory through audit trail reporting
- Auto assignment of supplies to work requests



Communication

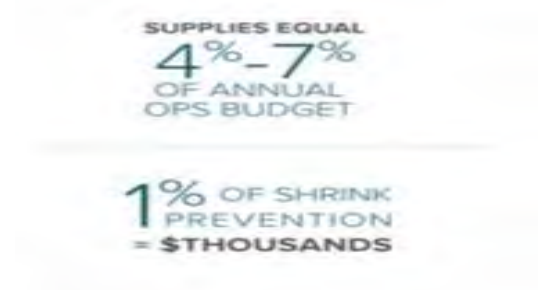
- Online requests for inventory and supplies
- Automatically email requestors, request receipts, provide notifications of approved, denied, and back order status
- With a mobile handheld device, transaction report of receipt, issue, and other tasks are accomplished

Productivity

- Inventory items managed by category types
- Inventory is issued to location, person, project or via work order
- Full integration with Preventive Maintenance (CMMS) module for tracking of inventory items required for Preventive Maintenance Tasks

Budget

- All material transactions including receipts, returns, or adjustments are tracked
- Stock Pools are assigned to generate low and replenish alarms as needed
- Cycle count adjustments and tracking to determine why changes happen in re-inventories



Evolution of Operations and Maintenance

Regardless of where we assume a facilities operation, there is always room for improvement. The following chart illustrates how WFF can measure, analyze, and improve performance in a physical plant.



LANDSCAPING EXPERIENCE OVERVIEW

WFF knows you only have one chance to make a good impression. Several prominent surveys or prospective students and parents have validated the importance of a well maintained and presented campus grounds in selection decisions. Our professionally trained ground staff along with our proven management systems can enhance your campus experience by maintaining aesthetically pleasing and thriving landscapes. Knowing how the new “campus perimeter path” and new stadium have attracted tremendous amounts of additional people to campus, WFF’s goal is to continue to enhance curb appeal while conserving resources.

WFF grounds management services include:

- Athletic Field Management
- Color Coordinated Campus Management Programs
- Coordinated Facility Beautification Program
 - Improved Aesthetics Maintenance Program
 - Enhanced Buildings and Grounds Curb Appeal
- ArborPro Software for Landscaping Maintenance
- Maxicom Software for Irrigation System Management
- Equipment & Organic Product
- Grounds & Parking Lot Policing
- Inclement Weather Action Plans Equipment
- Pest Management Programs
- Landscape Design
- Landscape Management
- Mowing Schedules
- Ornamental Plant Maintenance
- Perennial & Seasonal Color Management
- Turf & Athletic Field Management
- Safety & Trades Training Programs
- Sustainable Grounds Management Programs
- Weed Abatement



LANDSCAPING PROGRAM OVERVIEW

TRANSITION	CORE PROGRAM	PROGRAM OPTIMIZATION
Conduct Turf and Hardscape Inventory	Develop Program Evaluation Tool and Process	Self-Perform vs. Subcontract
Develop Plot Maps/Perform Soil Tests	Implement Ongoing Job Skills Training (JST) Program	Sustainable Practices Explored
Establish Team Member on Boarding Plan	Implement Safety Training	Develop Master Plan for Landscaping
Establish Orientation Program for New Team Members	Implement Regulatory Training	Water Conservation Plan for Sustainability
Set Up Back Office Activities	Initiate Customer Satisfaction program	Parking/Hardscapes Sustainability Plan/Recommendations
Initiate Insurance Compliance/Licensing/Certification Process	Implement Equipment Maintenance Program	Communities of Practice with Peer/Best in Class Institutions
Key Performance Indicators Establishes (KPI)	Create First Year Initial Assessments that Yield Reportable Indices	Re-engineering Process Begins
Establish Customer Expectations	Define Areas and Metrics	Process Improvements
Grounds Calendar and Schedules Developed	Create First Year Initial Assessments and Practices that Yield Reportable Indices	Refine KPI's
Develop Equipment Assessment Needs List	Maintain and Develop Replacement Timelines	Update and Include Reports Within the FCA
Tree Inventory and Management	Assessment of Planned Replacements Including Long Term Goals	Ensure Metrics and Alignment Meeting Expectations

CUSTODIAL EXPERIENCE OVERVIEW

WFF Facility Services will meet or exceed the cleaning specifications for NCPA's members by providing a comprehensive cleaning program tailored to NCPA's member's specific needs. Please see the list below for all custodial cleaning services included in our program.

- Standard Cleaning, Restroom Cleaning & Sanitation
- Day Porters & Attendants
- Carpet Care
- Floor Maintenance
- Light Fixtures
- Post Construction Clean-Up
- Quality Assurance and Reporting
- Green Cleaning Program
 - Standardized Sustainable Cleaning Processes and Procedures
 - Certified Sustainable Chemicals Products, Tools, and Equipment
 - Custodial and Sustainability Effectiveness Assessments
 - Continuous Improvement Training for All Team Members
 - Implementation Strategies and Experience-Based Best Practices
 - Experienced, Invested, Interested, and Accountable Management
 - Recycling Programs
 - Appropriate Documentation, Tracking, and Auditing
 - Procedural Posters, Educational Materials and Visual Aids
 - Eligible for LEED-EB Operations and Maintenance Certification Points: Meets Green Cleaning Pre-Requisite
- Guaranteed Program Cost
- Outstanding On-Site Management
- Expert Local, Regional, and Division Operations Support
- Enhanced Productivity
- Improved Quality and Safety
- State-of-the-Art Tools and Equipment



CUSTODIAL PROGRAM OVERVIEW

TRANSITION	CORE PROGRAM	PROGRAM OPTIMIZATION
Establish Customer Expectations	Implement On-Going Job Skill Training (JST) Program	Beyond Green Sustainability Program
Complete Space Inventory	Implement Safety Training Program and Calendar	Research & Development: Equipment/Consumables/Chemicals
Develop On-Boarding Process for New Team Members	Establish Quality Assurance Program	Team Member Incentive Programs
Implement Orientation Program for New Team Members	Implement Customer Satisfaction Survey Process	Communities of Practice Established with Peer / Best in Class Institutions
Back Office Activities Established Set up reporting procedures	Create First Year Initial Assessments that Yield Reportable Indices	Develop Cross Training Program
Develop Team Member Work Schedules	Ensure Routing Schedules Are Current Based on Specifications	Initiate Re-engineering Process
Develop Periodic/Project Schedule	Scheduled Based on Contract Specifications	Initiate Process Improvements
Establish Compliance Program for Vendors and Regulatory Requirements	Purchasing Guidelines Are in Established and Monitored	Programmatic Vendor and SLA Grading Scheme Utilized for Re-Negotiations Promoting Best Service
Set Up Operations Manual with SOPs	Train and Utilize in Job Growth Plan as Team Members Master Responsibilities	Sustain Procedures Implementing Best Practices

CIMS / CERTIFICATIONS



WFF Facility Services is a CIMS certified contractor. These certifications lead to improved efficiency, greater customer satisfaction and an overall better quality of service. Implementation of the signature framework establishes WFF as a highly-recognized, customer-focused cleaning organization.

To earn certification, we underwent a comprehensive and rigorous independent assessment by ISSA. This affirmed our delivery of consistent, quality service and that we are committed to efficient operations and continuous improvement. CIMS certification is the gold standard within our industry.

CIMS certification is based upon six quality principles that are in alignment with our own company principles: HUMAN RESOURCES, MANAGEMENT COMMITMENT, SERVICE DELIVERY, HEALTH, SAFETY & ENVIRONMENTAL, STEWARDSHIP, GREEN BUILDING

In addition, WFF Facility Services is partnered with several campuses with LEED Certified buildings. Below is a list of a few of our current clients with LEED Certified facilities:

Coppin State University *LEED Certified (Serviced by WFF Division) Baltimore, Maryland 900,000 Square Feet / Partnership Since 2011	Seattle University *LEED Certified (Serviced by WFF Division) Seattle, Washington 979,000 Square Feet / Partnership Since 1991
Harris-Stowe State University *LEED Certified (Serviced by Clean-Tech Division) Saint Louis, Missouri 309,000 Square Feet / Partnership Since 2006	Heartland Community College *LEED Certified (Serviced by WFF Division) Normal, Illinois 505,000 Square Feet / Partnership Since 2011



TRANSITION PLAN

There is a great benefit to NCPA, if WFF is fortunate to be selected as its Integrated Facilities Services partner.

As WFF strives to add value and refine the efficiency and effectiveness of the facilities program at NCPA, we will invest additional regional and corporate resources, to implement the new technologies, processes and equipment that has been designed for the NCPA member's facilities. Members of our regional operations team, along with key corporate support staff will participate in the training and education of our on-site team, as new techniques are introduced. NCPA is a significantly important customer to WFF. As such, no resources or effort will be spared in maintaining NCPA's members.

Upon award, WFF will work closely with NCPA's member's transitioning team to absorb their institutional knowledge, while respectfully strengthening systems and procedures with our own protocols and best practices. Establishing trust is critical in creating an environment where change and continuous improvement is embraced. We believe WFF's existing relationships and aligned values structure provides us a unique advantage in this regard. The facilities program will review and enhance work plans, job descriptions, service line specifications, CMMS utilization and communication tools, to achieve the outcomes desired by NCPA. Should any personnel turnover occur, we believe our knowledge of the education market and established local & regional relationships provide a great benefit, combined with external resources that can be assigned to accommodate any short-term needs.

On the following pages are samples of our standard transition plan and all the steps required for a successful implementation. WFF takes careful steps to ensure our project start-up is a streamlined and efficient process with minimal disruption to the campus. Our management team commits tremendous effort to ensure each partner's experience reflects what was expected when awarding WFF the contract - a first-class, professional, worry free operation.



Four-Step Transition Plan

- **Facility Tour/Project Scope:** We fully understand the scope and specifications of each project before we supply a bid. We tour and inspect every building on campus, confirm the measurements, review assets, observe the current conditions and then construct a detailed file and budget for the project.
- **Contract Award:** When awarded a contract, we begin a strategic and programmatic process in preparation for assuming service responsibility. Our Transition team will visit the campus and meet with key contacts. We will utilize our templates to collaborate and design a specific and comprehensive transition plan with the customer.
- **30 to 60-Day Pre-Start:** Between Thirty and Sixty days before every start we have a detailed and written plan for every member involved on our transition team. We use a time-tested successful process to ensure “Start Day” and the change from one team to the new WFF team is transparent to your campus.
- **Start/Learn/Improve:** When we start a new job, we ensure the change is seamless. Like any human business, there is a learning curve that accompanies every start up, but WFF invests in a systematic process to remove unknowns, anticipate issues and expedite the journey to full competence.

Due to our focus on the education market, WFF has excellent insight into the college and university environment. WFF realizes that changing a facilities team on a campus is an extremely involved and impactful decision. WFF’s combination of campus experience, strong relationships, aligned values and extensive experience within the higher education market across the country ensures we minimize the uncertainty and potential negative impacts that may exist.

Knowing you have put considerable time and money into making this change, WFF also heavily invests in our start-up to ensure our first impression is positive. We will make a significant financial investment in starting the project successfully. Many of our competitors charge start-up costs in a separate line item as a contract begins. Not WFF. We include every piece of equipment, technology, managerial salaries and all start-up related costs in our proposal price. Support resources involved are charged to corporate overheads and not the Institution.

While the investment mentioned above might be a relatively large sum of money, it is absolutely necessary in fulfilling our partners’ goals and creating a caring transition for NCPA’s members. WFF is fortunate to have the financial ability as well as the professional capabilities to make the investment to ensure a successful transition.

*Transition & Start-up Plan***Sequence of Events**

	University/College	Regional Operations Manager	Onsite Director	WFF VP Operations	WFF Sales, HR & Other Departments	WFF Support Services
<u>Week 1</u> (30 Days Prior to Launch)						
Ensure all budgets are in place and approved.						
Identify team members involved in start-up process.						
Review role of each member, ensure each know role.						
Identify and move to hire director for project.						
Obtain site for operations base during start-up.						
Identify local market employment and recruiting opportunities.						
Define specific strategy for recruiting, hiring and training staff.						
Introduce (in person, if possible) account contacts to start-up team.						
Share start-up plan with account and ensure they support process.						
Confirm project is fully understood by regional operations manager.						
Have start-up "fact" sheet put together and completely understood.						
Formulate required equipment and supplies for start-up.						
Identify any subcontracting (if needed) and recruit candidates.						
Contact local equipment supply/chemical supply houses.						
Note any specific challenges in the project or site.						
Order start-up manuals and packets for new office.						
Ensure signed copy of agreement is available and fully executed.						
Have start-up staffing plan formulated and on paper.						
Order equipment and supplies. Schedule delivery process.						
Arrange start-up team accommodations and travel schedules.						
Get uniform logos approved and order start-up smocks.						
Appoint director and ensure training is scheduled.						
Finalize contract, if not complete.						

*Transition & Start-up Plan***Sequence of Events**

	University/College	Regional Operations Manager	Onsite Director	WFF VP Operations	WFF Sales, HR & Other Departments	WFF Support Services
<u>Week 2</u> (20 Days Prior to Launch)						
Meet with school contacts and discuss start up process.						
Ensure office space and equipment staging area is orderly.						
Have director on-site to tour campus and establish relationships with key contacts.						
Order liability certificate and notify insurance company of start date.						
Extensively tour and inspect ALL buildings and spaces to be serviced.						
Arrange for parking permits on campus if necessary.						
Get employment files ready and filed with all necessary documents.						
Set up WFF purchase order system.						
Conduct baseline quality assurance inspection of entire campus. Build QA inspection database.						
Ensure work order request process is defined and structured.						
Open local bank account for WFF billing and other office needs.						
Begin interview process for positions.						
Finalize contractual terms if not already completed.						
Have senior management conference call to discuss progress and challenges.						
Enter new team member information into database.						
Formulate and list all office supply needs from furniture to computer.						
Develop training dates with local supply house and trainers.						
Confirm accommodations and reservations all set for start up team.						
Update and revisit budget with expenses and start up costs.						
Have job account number set up in WFF accounting system.						
Reassess recruitment process and ensure sufficient applicant flow.						

Transition & Start-up Plan

Sequence of Events

	University/College	Regional Operations Manager	Onsite Director	WFF VP Operations	WFF - Safety, HR & Other Departments	Local Government
Week 3 (10 Days Prior to Launch)						
Meet with school contact and discuss start-up process and issues.						
Daily on-site WFF management meetings to update and communicate.						
Receive inventory and put together all equipment and supplies.						
Develop plan for storing and deploying items across campus.						
Ensure all MSDS books are on-site or scheduled to be on-site pre-start.						
Discuss security issues and responsibilities with campus security.						
Discuss key procedures and ensure access to all areas served.						
Conduct another quality assurance inspection over entire campus.						
Construct sign in/sign out procedures and process.						
Meet electrician for any safety issues with electrical across campus.						
Continue to interview and hire employees (if needed).						
Prepare and review 90 day start-up staffing schedule.						
Test work order request process and confirm it is working.						
Contact any key building contacts to identify and assess needs.						
Notify mailroom and communications of vendor name change.						
Meet local vendor partners and discuss ongoing support requirements.						
Set up first ten days of employee training - with handouts.						
Review and update start-up budget.						
Make sure all specific tasks from first three weeks are complete.						

Transition & Start-up Plan

Sequence of Events

	University/College	Regional Operations Manager	Onsite Director	WFF VP Operations	WFF - Safety, HR & Other Departments	Local Government
Week 4 (5 Days Prior to Launch)						
Meet with school contact and discuss start-up process and issues.						
Daily on-site WFF management meetings to update and communicate.						
Have senior management conference call to update process.						
Commence employee training in small groups.						
Prepare specific runs and job card instructions and reminders.						
Inventory all equipment and record where it will be stored.						
Get ID badge system set up and distribute ID badges.						
Set up equipment preventative maintenance program.						
Continue to interview and hire employees (if needed).						
Distribute new project organizational chart.						
Conduct final pre-start quality assurance inspection over entire campus.						
Daily director final training process instruction and review.						
Office set up with computer, fax, phone and all other equipment.						
Have all project manuals in place and customized for specific project.						
Revisit budget forms and ensure complete understanding.						
New employees tour their assigned work areas with manager.						
List any areas of concern and share with senior management.						
Communicate start-up shifts and training to ALL employees.						
Have all start-up shifts and coverage approved with school.						
Make sure all specific tasks from first four weeks are complete.						

Transition & Start-up Plan

Sequence of Events

	University/College	Regional Operations Manager	On-site Director	WFF VP Operations	WFF Sales, HR & Other Departments	Customer/Owner
<u>Start-up Day</u> (First Day of Service)						
Customer service will be available 24/7 from WFF for customer.						
Ensure sufficient management is on-site for following tasks:						
- ensure no trash cans have been missed						
- ensure all doors have been locked and lights turned off						
- ensure all specification tasks have been performed						
- management team member to inspect all buildings						
De-brief & discuss overall success of first day service.						
Identify any concerns or issues and develop action plan for improvement.						
Daily training and team meeting will occur every shift of the first week.						
Spot check work order system with planned complaints.						
Meet school contacts and ensure start-up process successful.						
Daily management meeting to assess successes and opportunities.						
<u>Post Start-up</u> (30-90 Days)						
Weekly meetings with customer contacts to discuss start-up issues.						
Continued training of associates to address areas of concern.						
Customize CleanTelligent software for ALL facilities cleaned by WFF.						
Present first WFF invoice to customer.						
Order permanent uniforms for all employees.						
Assess daily any concerns and develop action plan for correction.						
Continued communication and contract with key school contacts.						

Transition Plan – Initial Draft

Department	Activity Type	Task Description
Finance	Pre-Start	Get copy of New Customer Form completed during sales process - Establish and Share Customer Number – Info from Ops
Finance	Pre-Start	Develop financial model (FP – labor scope charges, materials to budget)
Finance	Pre-Start	Acquire operating budget and input – from Ops
Finance	Pre-Start	Acquire leadership names (Director / Manager / Supervisors) – from ops
Finance	Pre-Start	Get copy of contract terms
Finance	Pre-Start	Set up Team Time
Finance	Pre-Start	Setup customer account in TEAM
Finance	Pre-Start	Research state, county, city license / tax requirements
Finance	Pre-Start	and A/R statements from Div. Fin.
Finance	Pre-Start	Year forecast/budget
Finance	Pre-Start	Train leadership on Team Time and Financial Reports
Finance	Pre-Start	Forward completed fixed asset transfer form to Support Center Accounting
Finance	Post-Cutover	Train leadership on financial reports
Maintenance & Grounds	Post-Cutover	Final Transition Report
Maintenance & Grounds	Post-Cutover	Final transition status open items report
Maintenance & Grounds	Post-Cutover	Recommendations for Account Transformation & QC Phase
Maintenance & Grounds	Post-Cutover	Update to Transition Plan (if necessary)
Maintenance & Grounds	Post-Cutover	Meeting on transition
Maintenance & Grounds	Transformation and Quality Control	Define performance metrics/KPIs
Maintenance & Grounds	Transformation and Quality Control	Define measurement tool training (School Dude / Cleantelligent)
Maintenance & Grounds	Transformation and Quality Control	Develop survey instrument
Maintenance & Grounds	Transformation and Quality Control	Establish Business Value Review schedule
Maintenance & Grounds	Transformation and Quality Control	Conduct periodic customer reviews
Maintenance & Grounds	Transformation and Quality Control	Review, refine, stop work audit process as required
FMS / Ops	Transformation and Quality Control	Finalize contract deliverables audit
Maintenance & Grounds	Transformation and Quality Control	Track completion of contracted delivery, using matrix
Human Resources	Pre-Start	Staff selection
Human Resources	Pre-Start	Develop Job Description Plan (Leadership and staff)
Human Resources	Pre-Start	Develop certification requirements
Human Resources	Pre-Start	Select or develop options for staffing
Human Resources	Pre-Start	Advertise and recruit candidates if necessary
Human Resources	Pre-Start	Get resume and information for incumbents to be hired
Human Resources	Pre-Start	Interview Candidates
Human Resources	Pre-Start	Process hires
Human Resources	Pre-Start	Determine options to be filled with new hires vs. internal candidates
Human Resources	Pre-Start	Conduct background checks
Human Resources	Pre-Start	Offer letters distributed
Human Resources	Pre-Start	Accepted offer letters
Human Resources	Pre-Start	Define Wages, Benefits, Vacation, Holiday
Human Resources	Pre-Start	Develop wage structure / classifications
Human Resources	Pre-Start	New hire orientation / mandatory training on policies & procedures
Human Resources	Pre-Start	Conduct site training (kwantek / EEOC compliance / discipline / etc.)
Human Resources	Pre-Start	Prepare assurance employee orientation packages
Human Resources	Pre-Start	Conduct assurance employee orientation
Human Resources	Pre-Start	Forward signed completed sign-off acknowledgement form for each employee (Support Center Item)
Human Resources	Pre-Start	Forward completed personnel form for each employee (Support Center Item)
Human Resources	Post-Cutover	Create training materials
Human Resources	Post-Cutover	Develop HR training matrix
Human Resources	Post-Cutover	Train employee recognition program
Operations	Pre-Start	Receive Notice of Award
Operations	Pre-Start	Initial Meeting Between Ops, Bus. Dev. & Trans Mgr
Operations	Pre-Start	Assemble & Review Bus. Dev. Information
Operations	Pre-Start	Approval to proceed with transition
Operations	Pre-Start	Complete New Account Set-up Form & forward to Finance
Operations	Pre-Start	Conduct site walkthroughs and building surveys (template will confirm equip needs, closet locations, floors, dumpster locations, etc.)
Operations	Pre-Start	Customer contact list & organization chart
Operations	Pre-Start	Review Transition Plan with Support Center & clarify ownership of tasks
Operations	Pre-Start	Input transition specifics to template to track progress
Operations	Pre-Start	Define client communication protocols (verbal & written & with whom)
Operations	Pre-Start	Review transition plan with Account Manager
Operations	Pre-Start	Schedule and hold internal kick-off meeting with transition team
Operations	Pre-Start	Review & assign tasks with transition team
Operations	Pre-Start	Develop transition team communication plan
Operations	Pre-Start	Conduct Kick-Off/Partnering Meeting with Customer
Operations	Pre-Start	Introduce Site-Leadership team to customer
Operations	Pre-Start	Determine customer reporting structure for work order assignment & closure
Operations	Pre-Start	Work management setup (Route Schedules) – for maintenance & grounds

Transition Plan – Initial Draft

Department	Activity Type	Task Description
Operations	Pre-Start	Setup key control process
Operations	Pre-Start	Review / refine call-in center/ dispatch system
Operations	Pre-Start	Review / refine / develop work backlog and scheduling process
Operations	Pre-Start	Review / refine / develop Periodic/PM process
Operations	Pre-Start	Review / refine / equipment maintenance process
Operations	Pre-Start	Review / refine / set up technical documentation
Operations	Pre-Start	Review / refine / develop work audit process
Operations	Pre-Start	Records Management
Operations	Pre-Start	Establish Open PO file – if applicable
Operations	Pre-Start	Establish vendor, purchasing, training, safety & Haz Com. records
Operations	Pre-Start	Provide Chemical Inventory to Ops Support & Safety
Operations	Pre-Start	Place start-up & equipment order and establish on-site training
Operations	Pre-Start	Time keeping process – establish call in lines for TEAM TIME
Operations	Pre-Start	Communications equipment (phones, radios & data lines) – Identify needs & communicate to Ops Support
Operations	Pre-Start	IT equipment (computers, software) – Identify needs and communicate to Ops Support
Operations	Pre-Start	Secure Equipment
Operations	Pre-Start	Identify phones to be used for clock-in (TeamTime)
Operations	Pre-Start	Purchase/Assume Incumbent's equipment – if applicable
Operations	Pre-Start	Copy of proposal to OPS Manual
Operations	Pre-Start	Secure Work In Ops Manual
Operations	Pre-Start	Insurance – Copy in Ops Manual & on Safety Board
Operations	Pre-Start	Distribute all uniforms to employees
Operations	Post-Cutover	Receive/assemble/setup equipment & supplies
Operations	Post-Cutover	Establish equipment & tools inventory and check out
Operations	Post-Cutover	Facilities audit & grounds punch list
Operations	Post-Cutover	Communicate with client
Operations	Post-Cutover	Discontinue financial responsibility of pre-existing conditions
Operations	Post-Cutover	Discontinue regulatory compliance material posted
Operations	Post-Cutover	Address punch list items in accordance with agreed upon process
Ops Support	Pre-Start	Order phone system – Cell and Team Time
Ops Support	Pre-Start	Order equipment (if applicable)
Ops Support	Pre-Start	Order supplies/delivery to account (or Support Center)
Ops Support	Pre-Start	Prepare Employee Support Center procedure
Ops Support	Pre-Start	Leadership Support Center procedure
Payroll / Benefits	Pre-Start	Number of employees – from Ops
Payroll / Benefits	Pre-Start	Job location (City or locality) – from New Customer Form
Payroll / Benefits	Pre-Start	Health Benefits / pension / 401K information
Payroll / Benefits	Pre-Start	Timekeeping
Payroll / Benefits	Pre-Start	Manager transfer (transfer or new hire docs)
Payroll / Benefits	Pre-Start	Pay card applications – processing instructions
Payroll / Benefits	Pre-Start	Vacation / sick benefits
Purchasing	Pre-Start	All tools necessary for cutover are available
Purchasing	Pre-Start	Fixed Assets / transfer of equipment (if applicable)
Purchasing	Pre-Start	Determine employee equipment requirements (number / sizes)
Purchasing	Pre-Start	Identify vendor / customer funded materials
Purchasing	Pre-Start	Establish initial equipment order / place – from Ops
Safety	Post-Cutover	Establish Safety Committee – if applicable
Safety	Post-Cutover	Establish & communicate location / procedure plan to customer, if required
Safety	Post-Cutover	Set up monthly / line safety meetings
Safety	Post-Cutover	Conduct initial safety training walk-through
Safety	Post-Cutover	Personal Protective Equipment (PPE)
Safety	Transformation and Quality Control	Train Safety Box
Safety	Transformation and Quality Control	On-going hazard assessment and safety procedure updates
Safety	Transformation and Quality Control	Perform safety audit
Safety	Transformation and Quality Control	Review / update HAZCOM manual
Safety / Legal	Pre-Start	Assure have signed contract or letter of intent. If no copy of contract prior to startup, contact Legal Dept. to draft a CLIENT'S
Safety / Legal	Pre-Start	Train accident reporting & investigation procedures
Safety / Legal	Pre-Start	Identify local trauma centers/emergency rooms
Safety / Legal	Pre-Start	Identify Occupational Medical Partner – Empl profile, map, WC Poster
Safety / Legal	Pre-Start	Set up OSHA 300's log
Safety / Legal	Pre-Start	Request Certificate of Insurance – based on contract
Safety / Legal	Pre-Start	Conduct Job Risk Review (Archway)
Safety / Legal	Pre-Start	Review customer's safety requirements / contract language – identify potential liability concerns
Safety / Legal	Pre-Start	Setup HAZCOM manual / SDS
Safety / Legal	Pre-Start	Identify mandatory (OSHA & WHIMS) safety training requirements
Safety / Legal	Pre-Start	Initial supply purchase (PPE, key boxes, Eye wash, Key baks, First Aid Kits, Spill Kits)
Safety / Legal	Pre-Start	Review customer's emergency plans / train WFF Emergency Action Plan
Technology	Pre-Start	Computer / iPad requisition
Technology	Pre-Start	IT User Setup coordinated with FeatherShank
Technology	Pre-Start	Set-up e-mail / One Drive / O365
Technology	Pre-Start	Wi-Fi network access
Technology	Pre-Start	Communications
Technology	Pre-Start	School Dude Implementation

CUSTOMER SATISFACTION

WFF measures quality, we develop an improvement plan, and then implement the plan. It is a continuous loop WFF utilizes in making sure our customer is satisfied with the service we provide. One of our most effective tools in assuring customer satisfaction is having a pro-active director. By continually walking buildings and visually inspecting results and talking with building occupants, our director truly gets a feel for how well we are performing, pro-actively. Further, through the selection and training of our team members we are also able to create trusted bonds with faculty, staff and students to facilitate immediate communication of requests or concerns, resulting in expedient resolution.

Internally, we use our quality assurance programs, SchoolDude and GoSpotCheck, to conduct monthly inspections. This data is entered into our computerized system and we provide a business value review to our main contract administrator. This report provides an internal viewpoint of the effectiveness of our service that is shared with our client. We also have the capability of allowing the campus community to submit requests or deficiencies and tracks scheduling and completion time frames.

Externally, we work with our customers to design surveys in facilities, landscaping, and custodial operations to solicit feedback from faculty, staff and students. These surveys are coordinated with our clients, regarding frequency and content. The survey questions can easily be customized to ensure we are capturing relevant and timely data. When the results have been compiled, WFF will analyze and assess the results and share them with our client. We develop any necessary plans for improvement and recognize our team for excellence. Ultimately the success of a customer satisfaction program is based upon selecting individuals with the right character and service orientation, setting expectations aligned to the account, team members believing in the goals, and the team delivering consistent results on a daily basis.

Customer satisfaction is accomplished by establishing a process to measure client satisfaction in various ways. Surveys, interviews and customer forums are utilized to gauge quality, service, timeliness, and follow up.



CUSTOMER SATISFACTION

Customer relations training is a process, not an event. One training session will not have the impact necessary to affect long-term results. WFF understands that long-term, permanent change and team member buy-in is a result of regular quality training sessions, combined with daily reinforcement by the on-site managers. Ultimately the success of a customer satisfaction program is based upon selecting individuals with the right character and service orientation, setting expectations aligned to the university, team members believing in the goals, and the team delivering consistent results on a daily basis.

We train every team member on the following customer relations points:

- Every WFF team member impacts customer satisfaction scores. Perception becomes reality. If their individual appearance is clean and properly uniformed and they smile as they work, people will have favorable feelings towards the WFF team.
- Visitors and guest experiences are just as important as the students. Just because a person is not someone you recognize, be polite and professional.
- If we do not inspect our work, the faculty, students and visitors definitely will. It is our job to make sure facilities are clean, orderly and have a good appearance every day.
- We are not only judged on our cleaning, but also how people perceive us. Perception can be often just as important as the quality of the service we deliver. From past feedback, we believe WFF has represented the community well.

SATISFACTION SURVEY

WFF Facility Services takes pride in the work and service we perform.

If approved, we will periodically ask the customers that we serve to provide their input and opinions into our service via a survey. The surveys will confirm our quality service or point out any areas that need to be corrected.

We utilize these surveys in conjunction with an approval from the Physical Plant Director. We will distribute a survey similar to the sample we have included on this page.

1. Please indicate your opinion of the WFF Facility Services staff in the following areas:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The facilities services staff is responsive to my cleaning requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The facilities services staff is courteous and polite.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The facilities services staff looks professional, in uniform with ID badge displayed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am happy with my facilities services staff and their performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that the quality of services has been improving over the last year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The facilities services staff responds to concerns on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WFF's Director and supervisors are courteous and polite.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WFF's Director and supervisory staff provide effective leadership to the facilities department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WFF provides a clean environment that is conducive to a quality learning experience for students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WFF's Director proactively seeks input into our satisfaction with facilities services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WFF's team members support our Mission and Values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Is there anyone you would like to recognize on the WFF team?

3. Is there any way WFF could assist you further?

CUSTOMER SATISFACTION ACTION PLAN

WFF Facility Services has designed a procedure to ensure concerns are handled in a professional and timely manner. WFF's structure includes an office administrator to receive campus calls, dispatch resources and monitor resolution and customer satisfaction.

As part of our GoSpotCheck inspection and project scheduling software, on-site leadership is constantly evaluating and monitoring the satisfactory execution of all cleaning tasks.

The Facilities Department is provided information regarding the complaint or deficiency, along with a corrective action plan. The GoSpotCheck software can be accessed directly by university personnel to review progress and tickets can be "closed out" once satisfactory resolution has been verified. Reports can be generated to review the average length of time to correct issues, response time, etc.

WFF also ensures direct communication during weekly building inspections with the university personnel, to establish commonality in evaluation and expectation.

The GoSpotCheck program can also facilitate direct building occupant communication as well as direct input from the facilities department for any defects noted. The system can also be utilized for any special requests. Requests can be programmed to be delivered automatically to assigned personnel, but we never want to take away the human touch and communication of personal concern.

As requests or concerns are received the following procedure is undertaken:

1. Determine the exact nature of the concern or complaint from the customer. A face-to-face meeting is preferred within 24 hours of the report of the issue with the person registering the complaint.
2. The Director should personally view and inspect the area of concern after or during the meeting with the person reporting the issue.
3. Inform the person who originated the complaint exactly when the issue will be corrected. If it cannot be remedied immediately, explain why and when it will be taken care of.
4. The Director should personally review the area of concern with the custodian assigned to resolve the issue. They will make sure what is required to correct the problem and share the best method of fixing it.
5. The Director should inspect the area of concern after the work is completed to insure it was taken care of properly. This inspection should be performed within twenty-four hours of the work being done to rectify the issue.

The Director will confirm the issue has been resolved to the satisfaction of the person who had originated the complaint. If any issues still remain, the process will begin again. WFF inspects what we expect and makes sure the customer is happy with the results.

The success of a customer satisfaction program is based upon selecting individuals with the right character and service orientation, setting expectations, team members believing in the goals, and the team delivering consistent results on a daily basis.

SUSTAINABILITY

WFF's commitment to the environment goes far beyond a policy statement or a glossy marketing brochure. We partner and extend the standard scope of services in supplemental areas consistent with the ground breaking pioneering work by the Sustainable Endowments Institute. WFF and partnering institutions have evolved concentrating the measurable results as mirrored by the initial findings. Together we can weave into our daily practices and operating procedures an approach designed to focus opportunities and initiatives consistent to those that adds value to your sustainability goals.

Our approach to the environment, much like our approach to business, is one of partnership. In business it is between WFF and our customer, and in the green sense between each WFF team member and our environment. By working with students, faculty and staff, we impact the changes necessary to make a difference. From involvement in environmental campaigns, to development of campus wide temperature policies, we take care of our environment – it's just the right thing to do.

We emphasize commitment to the world in which we live through such actions as:

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

Additional services of scope can also include providing services maintaining Climate Action Plans, Greenhouse Gas Inventories, Carbon Footprint Analysis, Environmental Management Systems at Colleges and Universities Benchmark Surveys, and newly developed initiatives and trends.

WFF is aggressive in protecting the environment. From the operation and management of a wide portfolio of institutional clients, to the equipment we use daily, WFF goes green, whenever and wherever possible contributing to your green mission.



SUSTAINABILITY COMMITMENT PLAN AND MAINTENANCE POLICY

Objective

WFF Facility Services is committed to reducing 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. It is our intent to create and follow green cleaning guidelines by means of training, supervision, tracking and recording the impact of chemicals used.

Implementation

To meet this objective, operations staff and building tenants are contractually required to comply with the following comprehensive green cleaning plan, as follows:

- **Use Only Green Seal GS-37 Approved Products** - The standard available at www.greenseal.org establishes environmental requirements for industrial and institutional general-purpose, bathroom, and glass cleaners. GreenSeal provides a list of cleaning products whose criteria are evaluated based upon the GS-37 standard. These products and manufacturers are listed on the GreenSeal website www.greenseal.org and 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).
- **Use Concentrated Products and Mixing Stations** - Concentrated cleaning products should be utilized when available. Utilize mixing stations that precisely mix the dilutions of concentrated products. Follow the manufacturer's instructions, and do not overuse concentrated chemicals.
- **Avoid The Use of Prohibited Chemicals** - The Janitorial Products Pollution Prevention Project, located at www.wrppn.org/Janitorial/tools/riskevaluation.htm, lists a number of high risk chemicals and products that should not be used due to health, safety and environmental risks to users and building occupants. In the event that a cleaning fluid is necessary, and is not covered by GreenSeal GS-37, operations staff must demonstrate that the product meets the California Code of Regulations for low-VOC cleaning products prior to use.
- **Provide Education to Operations Staff and Building Occupants** - Educate operations staff (including administrative procurement staff) and occupants on the reference standards described above. Education shall consist of "show me" training through one-on-one training and/or meetings including The WFF Way (high performance green cleaning program) and The Training Path to Success (described in our training section). Education must occur at the outset of employment with periodic retraining as necessary through meetings and/or memos. Product vendors are required to provide training for their environmentally preferable products to ensure that the proper procedures are communicated to operations staff. Building management can arrange training (in English or Spanish) at no cost through some material suppliers. If you are interested in this please contact us.

Tracking

Prior to purchasing cleaning supplies, chemicals and equipment, a list of proposed items to be purchased and used in the building along with their SDS sheets and GreenSeal certifications must be turned in to building management for pre-approval to insure we are LEED compliant. 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, defines roles and responsibilities, and notes 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 he or she is assigned to any task. Copies of training records, equipment logs and purchase logs are to be turned in to building management for review.

WFF has achieved the CIMS EB designation, with Honors, through ISSA to validate its processes and systems pertaining to sustainability and environmental protection.



STRATEGY FOR MEETING GREEN CLEANING REQUIREMENTS

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

WFF will work closely to assist you in achieving the 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

WFF has worked closely with Diversey to provide the necessary products and services related to green cleaning/LEEDs.

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



GREEN CLEANING EQUIPMENT, SUPPLIES & METHODS

SUSTAINABLE PLANT MAINTENANCE SUPPORTING OUR PARTNERS' INITIATIVES

Today, more than ever, institutions are constantly seeking to implement best practices to help reduce their carbon footprint and reduce energy costs. As your partner, we would support your efforts and work closely with you to achieve your goals. Some of the technology and strategies we currently support:

- Alternative Energy Production
 - Hydroelectric
 - Solar
 - Geothermal
 - Biomass
- Energy Efficient LED Lighting
- Heating/Cooling Policy
- Daylighting
- Reflective White Roofs and Green Roofs
- LEED Certifications
- Alternative Fuel Vehicles
- Water Conservation
- Rainwater Harvesting
- Occupancy Sensor Lighting Controls



SUSTAINABLE GROUNDS MANAGEMENT EQUIPMENT, SUPPLIES & METHODS

Creating a safe and healthy environment extends beyond the walls of any educational facility. An environmentally sustainable, aesthetically pleasing, safe grounds management program is required if we are to be responsible stewards of our planet, and we fully support each partner institution's efforts to address global climate disruption. As a member of AASHE (Association for the Advancement of Sustainability in Higher Education), we believe it is our responsibility to employ the tools and systems which minimize negative impact on our surroundings.

Our approach to sustainable grounds management includes:

- Integrated Pest Management
- Water-efficient turf management
 - Appropriate Mowing Heights
 - Mulching Decks
 - Regular Aerating
 - Top Dressing
 - Soil Monitoring
 - Irrigation Optimization
- Fuel Efficiency and Reduced Emissions
 - Alternative Fuel Vehicles
 - Flex Fuel and Propane Powered Equipment
- Environmentally Friendly Deicers and Ice Melts
- Sustainable and Diverse Plant Selection
- Rainwater Reclamation
- Yard Waste Composting

Zero Turn Mowers

- Highly Productive
- Propane Driven
- 48" – 72" Mowing Decks
- "Mulch on Command" Feature



Reel Mowers

- Highly Productive
- Athletic Turf Management
- High Quality Cutting
- Superior After Cut Appearance



Trimmers/Edgers

- Low Exhaust Emissions
- Adjustable Edging Depth
- Superior After Cut Appearance



Blowers

- Highly Productive
- Backpack and Handheld
- Fuel Efficient
- Low Emissions



SUSTAINABLE CUSTODIAL EQUIPMENT, SUPPLIES & METHODS

WFF Facility Services will provide the best, newest and most efficient tools in professional green cleaning for our custodial team. We know that providing the right tools will not only maximize efficiency but also deliver the best quality possible.

We are proud to not only deliver high-quality equipment and methods but also Green Seal Certified and Eco-Logo supplies, equipment and processes. 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 on your campus. We always invest in high-quality brands and tools that deliver the high-quality and efficiency that delivers over a long period of time.

• Windsor Wide Area Vacuum (ride on or walk behind dependent upon facility)	• Advance & Windsor Auto Scrubber (walk behind or ride on dependent upon facility)
• Windsor Presto 3 Deluxe & Cart	• Windsor Recovery 18
• Windsor Lightning 2000	• Windsor Bolt 17" & 20"
• Windsor Sensor 12" & 15" Up-Right Vacuum with On-Board Attachments	• Pro-Team Back-Pack Vacuum Pro Series
• Air Mover Whiptail 3-Speed Fan	• Pressure Washer (1500 PSI)
• Pacific Floor Care Orbital Scrubbers	• KiaVac Restroom Cleaning System

Microfiber Towels

WFF uses microfiber towels for practically all cleaning and dusting needs. We employ a color coding system for each job task or by chemical used, keep things simple and avoiding potential cross-contamination.

- Blue = glass cleaning
- Green = general surface cleaning
- Yellow = non-fixture restroom cleaning (walls and partitions)
- Red = restroom fixture cleaning
- Micro fiber towels are superior to cotton towels because they are super absorbent, lint-free and pick up more dirt from the surface being cleaned.



Key Benefits of Microfiber Towels:

- Cleans Without the Use of Chemicals
- Environmentally Friendly
- Absorbs up to Seven Times its Weight
- Lasts 3 Times Longer than Cotton
- Non-Abrasive
- Lint Free
- Light Weight
- Hypoallergenic
- Non-Electrostatic
- Used Wet or Dry
- Traps More Dirt and Dust
- Easy Maintenance

3M Resilient Diamond Polishing Process

The 3M™ Resilient Floor Protection System is a high performance protective floor coating and maintenance program for vinyl tile and vinyl sheet flooring that utilizes multiple polymer technologies to produce a hard surface that is resistant to scratches, stains, and scuff marks.

- Certified by National Floor Safety Institute (NFSI) as “High Traction” under ANSI B101.1 wet test.
- Glossy, hard surface is resistant to soiling
- Suitable for multiple substrates: VCT, vinyl tile, luxury vinyl tile, linoleum, and asphalt tile floors
- No stripping required
- Spot Repairable
- Scotchgard™ Resilient Floor Protector is compatible with conventional floor finish and may be used as a top coat
- Scotchgard™ Resilient Floor Protector is not intended for use on asbestos containing flooring materials. Ensure that the flooring you are working on does not contain asbestos.

KiaVac Cleaning System

Full Restroom Sanitizing is a method of cleaning a restroom with a KiaVac Cleaning System. More surfaces get more attention, the KiaVac makes cleaning easy - Surfaces in bathrooms, like the showers, undersides of fixtures, partitions and grout lines will get the attention they need. Creating healthier environments by cleaning more surfaces, more effectively and by reducing the potential for cross contamination typically associated with mops and rags. Uses environmentally-preferred cleaning solutions like Diversey Virex II 256 or Green Seal Certified products like Alpha HP, a peroxide based multi-purpose cleaner, and Diversey Crew Bathroom Cleaner.

**ProTeam Backpack Vacuum**

Boasts the most power of any vacuum in its class. With its 10.6 amps of power and four level 1,136 square inch filtration system, this vacuum's performance is outstanding and unmatched. It is also available in a HEPA model for capturing as much as 99.97% of airborne particles.

**Windsor Sensor Vacuum**

This top quality vacuum has high efficiency filtration traps that collect 99.6% of all dirt and debris as small as .03 microns. It also has on-board tools and extension wand to deliver on-the-spot detail cleaning. The 1,200 watt large motor removes more dirt and debris from your carpet and delivers a top-quality clean every time it is used on your campus.



Carpet Spotters

Easy-to-use extractor for quick clean-ups or spot cleaning carpets and upholstery. Convenient 2 gallon capacity and well-balanced design provide quick and easy cleaning of carpet spots/stains. Clear view hand tool shows cleaning results. Presto accommodates a variety of accessory tools to simplify small area and upholstery cleaning. Translucent recovery tank enables user to monitor recovery water level.

**Advance and Windsor**

The Advance and Windsor line of soft and hard floor machines are designed to answer the multiple cleaning demands you face today. Demands like getting maximum efficiency and flexibility from your operators and your equipment. The various pieces of equipment enable our cleaning staff to use one machine to pre-spray, extract carpets and also scrub hard floors.

**Pacific Floor Care Orbital**

One of our most important features of the PFC Orbital Scrubber - you can strip floors chemical-free! That's right, using only water. No longer will you worry about chemical smells, and slippery floors when you strip. WFF has found the PFC Orbital machines to be awesome tools to work with and have increased efficiencies every place we utilize the tool. In addition, the "green" benefit to Orbitals makes it a must.

**Floor Care**

Built for durability with a robust motor for everyday reliability. This machine has separate start and run capacitors for durability, mechanical safety interlock to prevent accidental startups, built in circuit breaker to protect motor, and a cord strain relief to keep cord from breaking or tearing. Single-speed and dual-speed models available with fully adjustable handle height to accommodate multiple users. 13", 17" and 20" sizes available.



- NOTE: WFF does not limit ourselves to these specific brands and models of equipment, but we currently find they deliver the best quality and efficiency. If more efficient equipment and technology is introduced to the market or deemed required for your campus, WFF will use it. We constantly test new technologies and new equipment and invest in the most efficient, best quality cleaning tools we can find.

SUPPLIES

WFF also uses quality cleaning supplies to fit into our partnership. Our main supplier is Network Distribution. Network Distribution is a nationwide janitorial supplier with distribution partners throughout the US. We can share our NSA negotiated supply costs with you and if our price is more competitive than your current supplier, we will encourage you to save money by purchasing using our negotiated contract pricing.

WFF will provide all cleaning equipment and cleaning chemicals/supplies.

Green Cleaning Supplies

WFF will utilize the entire following list of products in the green cleaning custodial service we provide on your campus. Brute containers with caddies, lobby dust pans and brooms, dust mops, handle, frame, micro fiber finish mops, micro fiber mops, micro fiber dust mop heads, utility carts, mop buckets/wringers 35 quart, mop buckets/wringers 26 quart, bottles w/ trigger sprayer, restroom cart, johnnie mops, feather or microfiber dusters, wet floor signs, restroom closed signs, various brushes, sponges, micro fiber cleaning cloths, extension cords, ladder, machine pads, elevator track brushes, Green Seal certified cleaning chemicals, etc.

Green Cleaning Chemicals

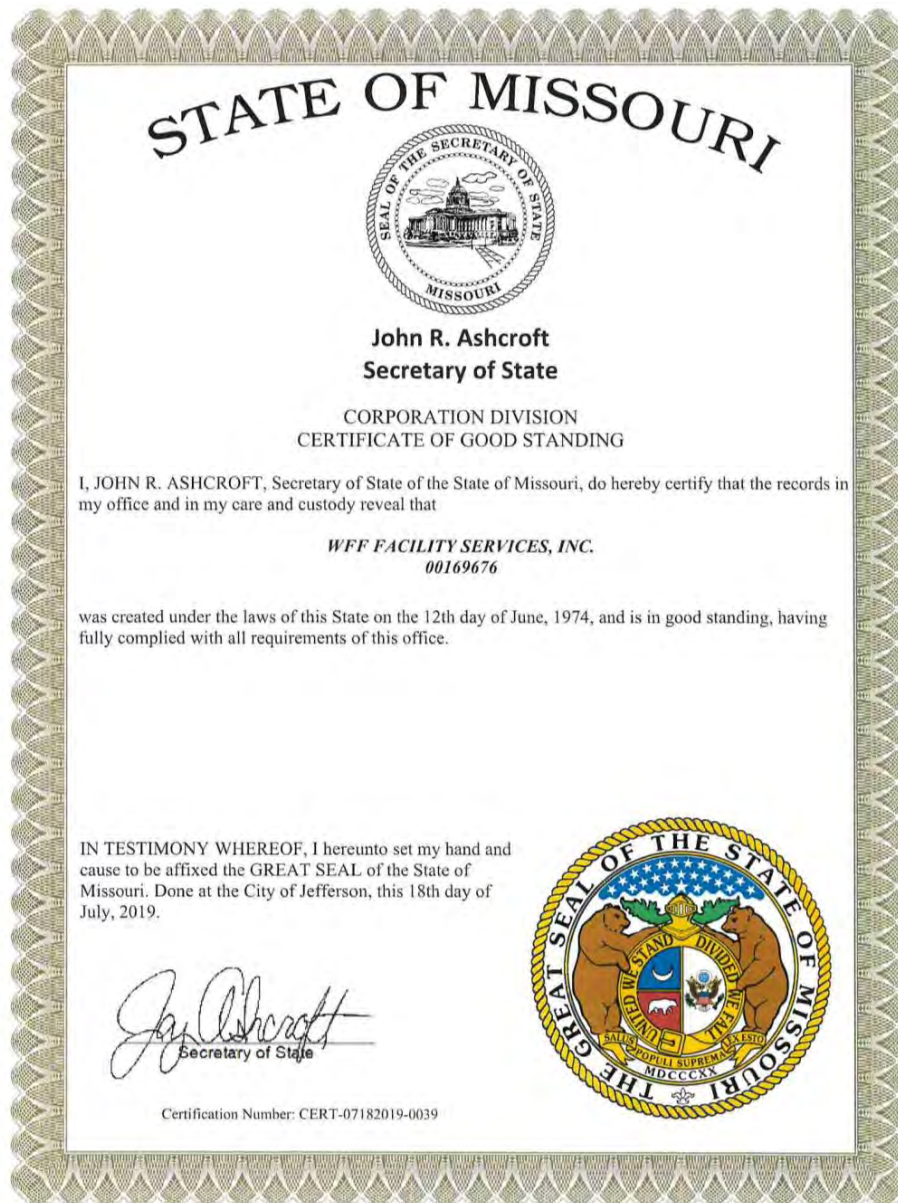
PRODUCT NUMBER	PRODUCT NAME	GREEN SEAL CERTIFIED
94996466	Prominence Floor Cleaner	YES
93172641	Glance NA Glass Cleaner	YES
93172650	Crew Bathroom Cleaner	YES
3401512	Alpha HP Peroxide Multi-Purpose Cleaner	YES
95613252	PerDiem Peroxide Carpet Spotter	YES
5120870	Aquaria Floor Finish	YES
95547355	Pro Strip SC High Efficiency Stripper	YES

PRODUCT NUMBER	PRODUCT NAME	ECO LOGO CERTIFIED
100910048	Pur-Eco Floor Cleaner	YES
100910041	Pur-Eco Glass Cleaner	YES
100910051	Pur-Eco Bowl & Bathroom Cleaner	YES
100910043	Pur-Eco General-Purpose Cleaner	YES
95613252	PerDiem Peroxide Carpet Spotter	YES
5120870	Aquaria Floor Finish	YES
100910049	Pur-Eco Restroom Floor & Surface Cleaner	YES

LICENSES & PERMITS

WFF Facility Services fully complies and abides by all local, city, county, state and federal laws and regulations. We have all required business licenses or other certificates required to conduct business in every location that we provide service and have team members.

Below you will see our certificate of good standing from the State of Missouri. If any further information is required, please do not hesitate to contact us.



PRODUCTS AND SERVICES / SCOPE

Tab 5 – Products and Services

- ◆ Respondent shall perform and provide these products and/or services under the terms of this agreement. The supplier shall assist the end user with making a determination of their individual needs.
- ◆ Member agencies are in need of firms that can offer provision of labor, management, and materials to properly care for and secure their facility assets. NCPA is releasing this RFP to firms that can provide some or all of the management, labor, and materials required to keep their facilities clean, well maintained, and secure. Firms responding can provide any one or more of the services indicated for any part or all of the United States. While demand is expected to be high in public schools, and public higher education, NCPA is looking for responses that can meet the needs for the built environment for all of our members and the larger state and local government market sector.
- ◆ Due to the current pandemic situation firms responding with janitorial and facilities services are expected to provide description of their programs to prepare buildings and equipment for re-occupancy and continuous disinfection. Disinfection services for buildings, playground equipment, vehicles (interior and exterior), construction equipment, and environments typical of utilities like, power, water, sewage treatment, and waste handling.
- ◆ Firms are encouraged to provide an easily applicable pricing program that takes into account any local or regional conditions that may affect prices. Firms must demonstrate the reduced pricing available to participating NCPA members. Firms may include related services consistent with the provisions of management, labor, and materials, needed to keep public sector built assets clean, well maintained, secure, and safe.
- ◆ Quality Assurance Program – Respondents must define their approach to assuring quality performance by their management and staff. Please provide the Key Performance Indicators (KPI's) used to measure the quality and completeness of the work your firm provides. KPI's must be tracked and reported to each participating member periodically, preferably monthly.
- ◆ Periodic account performance review with each participating member is required. Please describe your review process and provide the interval for reviews.
- ◆ Scope of Work
 - Service Segments
 1. Facilities management and maintenance staff services.
 2. Janitorial management and cleaning staff services.
 3. Groundskeeping management and groundskeeping staff services.

4. Other related management and staff services.

- Respondents must describe in detail the management and staff services they can provide for each of the service segments, and what supply provision opportunities they can provide. Respondents should offer services with the option to provide supplies or not resting with the member. Each of the Service Segments has unique supply, uniform, and personal protective equipment requirements and respondents should clearly define how their program of services provides the appropriate level of each.

PANDEMIC PLAN – RE-OCCUPANCY & CONTINUOUS DISINFECTION

The Path Forward

REOPENING YOUR CAMPUS WITH CONFIDENCE

WFF
Facility Services

Our Campus Readiness Plan creates a confident return to campus for students, families, staff, faculty, and visitors.

For more than 45 years, clients have trusted us to create safe environments that enrich lives and facilitate success.

Educational institutions are focused on safe practices, clean facilities, and community well-being, now more than ever. At the same time, however, global uncertainty and economic strain have made planning ahead more difficult.



SERVICE ABOVE SELF

All of us at WFF Facility Services have come together to support and guide our clients during these unsteady times.

Our Campus Readiness Plan is fueled by thought leaders and operational experts, able to provide resources or scale services to meet individual needs.



With a comprehensive plan for cleaning and building operations, campuses can mitigate the dangers of COVID-19.

At WFF Facility Services, our goal is to eliminate the threat of COVID-19 while enhancing community well-being. We concentrate exclusively on Higher Education and campus environments, so we understand your organization.

Our Campus Readiness Plan integrates leading-edge hygienic technology with our longstanding commitment to excellence, offering a holistic facility services program as campuses prepares to reopen.

As true partners, we work with every client to scale services up or down as needs evolve. This flexible approach keeps you in control, helping you plan not just for today, but for the future.

The full support of our Campus Readiness Team is available to every client.

More than 45 years of expertise inform our three-pillared approach to facilities management.



Tailored plans take into account each location's unique challenges, from fluctuating space usage to urgent needs for enhanced cleaning — above all, prioritizing health and safety.

These are challenging times and, at the same time, truly opportune moments to serve others. I am grateful for WFF's partnership.

— John L. Wood, CEFP
Assoc. Dir. of Facilities Management
The University of Tulsa



1 PREPARE

Developing your Campus Readiness Plan is a collaborative effort.

Our Campus Readiness Team works side-by-side with you on the design, implementation, continuous support, and quality assurance of your plan.

- From day one, we dig in to truly understand the stakeholders and requirements of your campus.
- To keep the lines of communication flowing freely, your Account Director is always there as your primary point of contact.
- We factor in safety needs, public expectations and perception, process viability, and costs to build a customized approach. Our pandemic response planning and step-by-step guided process form the foundation of every plan.
- Through this proactive approach, we ensure each campus is prepared for enhanced operations and in full compliance with CDC guidelines and best practices.

2 PROTECT

We implement each plan as a lasting, powerful commitment.

Every aspect of campus operations and every member of the campus community is impacted by the real and perceived threat of COVID-19. We focus not just on plans and recommendations, but on continuous, on-the-ground improvement.

- To do this, we create a truly integrated experience: One that combines service, emerging technologies, and best practices, bound together by our commitment to excellence.
- We communicate our processes clearly with regular updates, helping to create a sense of well-being to all members of the campus community.

It gives me great comfort knowing that we have such a dedicated partner, going above and beyond every single day and night, to ensure our campus is safe and well kept.

— Corey L. Ruff
Assoc. Vice President, Operations
Abilene Christian University

STRATEGIC SOURCING

Strategic sourcing means we can evaluate and recommend new technology and supplies as they come to market — saving you time in the fight against COVID-19.

We make sure our clients have the equipment they need at all times. Our financial stability and industry experience allow us to keep personal protective equipment stocked appropriately — no shortages, no scrambling.

WFF
Facility Services

3 PREVENT

Our proactive outlook helps prevent problems before they happen.

As we respond to shifts in cultural norms, more complex service requirements, possible outbreaks, and evolving regulatory and legislative compliance, our service approach changes as well.

- With these enhanced services — including crucial post-exposure decontamination skills — our training platform also has adapted, to assure safety, service, and support.
- Through our technology tools and data analysis specific to each campus, we recommend ongoing program adjustments for continuous improvement.
- Our clients trust our proactive approach to cost containment and service leveling, and know they can depend on our industry expertise.

dk

A path forward to better campus communities.

At WFF, community is at the heart of everything we do. We know that Campus Readiness is not a one-size-fits-all solution.

Our flexible, tailored Campus Readiness Approach is the path forward to better campus communities.



CONTACT US

To learn more about what WFF Facility Services can offer you, reach out to us at pathforward@wffservices.com.

Our campus partners are safer and more secure, knowing WFF frontline personnel are properly equipped and trained, and armed with best practices for customer service and service enhancement during these trying times.

All students, families, faculty, staff, administration, and visitors deserve the holistic approach WFF brings. We appreciate our role in making every campus safer and more secure for our partner communities.

WFF
Facility Services

AFFILIATIONS



WFF BY THE NUMBERS

100%

of our clients
ARE HIGHER EDUCATION
AND OTHER CAMPUS
ENVIRONMENTS.

ZERO

*shortages of
supplies, equipment,
and staff for our
clients during the
COVID-19 pandemic.*

we maintain more than

47,000,000 SQUARE FEET
DAILY

ONE HUNDRED
PERCENT

*of our workforce
has completed
campus-specific
social distancing
training.*

10+ YEARS

average partner tenure



Safer Environments, Stronger Communities

YOUR INTEGRATED DISINFECTION PLAN

WFF
Facility Services

Integrated disinfection plans enhance campus life through safety, community peace of mind, and overall value.

As campuses move to reopen in the wake of COVID-19, administrators and operations staff face a crucial challenge: How to strike the right balance between financial constraints and enhanced facility services.

BEST PRACTICES

OSHA and CDC compliance guide our approach, together with industry best practices. Before our disinfection specialists enter any space, they complete training for:

- Campus policies and procedures
- CDC COVID-19 mitigation protocols
- Proper use and sequencing of personal protective equipment (PPE)
- Campus-specific social distancing
- Proper use of disinfectants and campus-specific safety data sheets
- Operation of electrostatic sprayers and other specialized equipment
- Deployment of social distancing equipment such as line markers and acrylic glass barriers
- Decontamination and risk assessment
- Scheduling and responsive work processes
- QA processes and documentation
- Client-specific communications
- Workplace safety



Backed by decades of experience, WFF Facility Services specializes in comprehensive, real-world solutions for Higher Education and other campus environments.

*Creating and
maintaining a safe
environment must be the
top priority as campuses
begin to reopen to
students, families, staff,
faculty, and visitors.*

To mitigate the risk of community infection and maintain public confidence in your campus, WFF Facility Services takes a holistic approach to routing and disinfection.

And because every campus has its own unique requirements, our Campus Readiness and dedicated account support teams work together to create a 360-degree, customized Integrated Disinfection Plan for each client.

THE PATH FORWARD: OUR APPROACH

As experts in our field, we tackle both current and emerging issues proactively, while remaining flexible and adapting to changing campus needs — more important than ever during the COVID-19 pandemic.

1 NEEDS ANALYSIS

The cornerstone of every Integrated Disinfection Plan is community safety and cleaning for health, to both eliminate pathogens and protect your reputation.

Best practices for mitigating the impact of COVID-19 evolve daily, so we keep you updated as new scientific research is shared and work processes are refined.

Please know that our experiences with your crews at our sites have underscored our belief that we are in good hands.

— George R. Urbano
District Director of Facilities
Polk State College

WFF
Facility Services

75%

OF UNDECIDED HIGH SCHOOL SENIORS

say they are taking COVID-19 into consideration in their college decision process.

Each Account Director works closely with our Campus Readiness Team, incorporating specific institutional goals into our established processes to create your plan.

2 DOCUMENTED PROCESSES

We've pressure-tested all our standardized processes to ensure every disinfection task on your campus is performed properly — the first time, every time.

From preventative to post-contamination, protocols are always in full compliance with CDC recommendations.

In addition, we ground every plan in industry best practices, including GBAC and ISSA guidelines. This extends to our pathogen-specific and COVID-19 response protocols.

3

STAFFING, ROUTING, AND PRODUCTIVITY PLAN

As campus requirements shift, WFF adapts. Staffing and productivity plans are tailored to the service levels you request, as well as your unique spaces and community.

Defining each client's campus preferences and specifications through the WFF Readiness Process allows us to design and implement an Integrated Disinfection Plan customized to the needs of the entire campus community.

100% OF OUR
WORKFORCE

*has completed WFF's
CDC compliance and
campus-specific
social distancing
training.*

CLEANER CAMPUSES

Cleaner campuses need the right disinfection tools and supplies. We draw from a powerful arsenal of disinfectants and equipment, including:

- 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 more effective, efficient application of disinfectants.

WFF

Facility Services

4

PPE, TRAINING, AND UNIFORMS

Safety dictates every move we make as a facilities services partner.

Protecting our team members ensures we protect your campus community, too. That's why every WFF team member completes extensive training, including the proper use and sequencing of PPE.

Many clients prefer our distinctive uniforms, which clearly identify our WFF disinfection specialists while working on campus. In every case, masks, gloves, and glasses are worn while working in occupied areas.

Through strategic sourcing, we can evaluate and recommend new supplies and technology as they come to market. Our vetting process cuts through the noise in today's marketplace — eliminating confusion and saving you precious time.

5 CAMPUS OUTREACH

As the campus community returns, administrators and operations staff face a crucial opportunity to convey a sense of safety and well-being to the public. Maintaining the confidence and trust of families will be key elements in attracting and retaining students.

To help clients navigate these heightened expectations, our communications and outreach specialists work together with your staff to share information and co-branded messaging with your stakeholders, whether on a one-time or ongoing basis.

1 in 4

CURRENT STUDENTS
*want improved
COVID-19
communications
from their school.*

POWERFUL TECHNOLOGY

Deployed at 100 percent of our campuses, our powerful, GPS-enabled software platform tracks the completion and quality of cleaning and disinfection tasks in dormitories, classrooms, and other shared spaces.

Custom reporting can be integrated with your existing campus CMMS technology for a steady flow of information. Of course, our reporting also adheres to APPA standards.

All this means you're better prepared to communicate your efforts and results, whether with select stakeholders or the entire campus community.

6

COORDINATION OF PLAN OPERATIONS AND DISINFECTING

Initiating an optimal Integrated Disinfection Plan requires precise coordination between cleaning services, service providers, and plant operations.

In particular, combining indoor air quality plans with surface disinfection efforts helps maintain a holistic mediation strategy.

Once a plan is in operation, clients know they can rely on us to respond quickly as circumstances evolve.

Whether it's changes in campus usage, fluctuating enrollment, or shifting priorities, we calculate and scale client service levels as part of our ongoing partnership.

WFF
Facility Services

100%
of our clients
ARE HIGHER
EDUCATION AND
OTHER CAMPUS
ENVIRONMENTS.

7

QUALITY ASSURANCE, TESTING, AND REPORTING

A plan is only as good as the results. That's why QA and operational excellence are built into every Integrated Disinfection Plan. Our robust QA system assures each and every task is performed and verified, while customized reporting keeps you in the loop at all times.

Clients benefit from our rigorous standards, reflected in our QA process through time-stamped photo verification of completed tasks. Further, barcoding, UV testing, and ATP testing can be included to validate cleaning and disinfection effectiveness.

A PATH FORWARD FOR CAMPUS COMMUNITIES

For more than 45 years, clients have trusted us to create safe environments that enrich lives and facilitate success.

Our Higher Education partners rest easier knowing our frontline personnel are properly equipped and trained, armed with industry best practices, and fully committed to the WFF Way.

It's all part of our pledge to deliver the best customer experience and service enhancements during these trying times.

All students, families, faculty, staff, and visitors deserve the holistic approach WFF brings. We appreciate our role in making every campus safer and more secure for our partner communities.

WFF

Facility Services

CONTACT US

To learn more about what WFF Facility Services can offer you, reach out to us at pathforward@wffservices.com.

AFFILIATIONS



QUALITY ASSURANCE PROGRAM

Facilities Management

WFF's goal is to provide our customers with a professional quality service that incorporates best practices from the industry while taking into consideration customer needs and realities. Our customers do not need the burden of having to oversee our operations and performance. Our systems and processes are structured to ensure a proactive assessment of our programs and provide our clients access to core KPI's and metrics to evaluate efficiency and effectiveness, not only on their campus but against industry best practices. During the transition process a base line is established along with improvement plans, service deliverables and measurements all based on customer expectations.

Quality Assurance (QA) for Plant Operations and Maintenance is accomplished through site/equipment audits and client satisfaction surveys. Internal QA is checked through a variety of processes to include a daily rounds routine to inspect mechanical rooms daily in order to identify any issues with mechanical/electrical assets. In addition, a minimum of 10% of completed preventive and corrective work orders will be inspected each month to assure they were completed properly. As covered in the earlier section, our CMMS platform creates the data repository to allow for analysis and review.

WFF utilizes principles from ISO, Lean and other performance improvement systems to maximize efficiency, control costs, and encourage respect and professional development of the team member. Process improvement metrics are established and benchmarked with other WFF facilities and industry standards and then adjusted to account for local factors as applicable. Corporate support resources constantly research better practices in regards to safety, equipment, service standards and work procedures

Program Compliance (PC) is the WFF account level program which ensures all key aspects of the program are in place and being used. It also acts as an audit tool for Corporate Subject Matter Experts to use when certifying and re-certifying all accounts. WFF's policy is to establish formal Key Performance Indicators (KPIs) that are the agreed upon metrics of the contract. KPIs revolve around customer specific requirements and expectations usually including: 1) people 2) financial 3) service and 4) safety. Quality service and performance reporting, tailored to customer's needs, is established based on agreed upon Key Performance Indicators (KPIs) utilizing Dashboard technology. Daily, weekly and monthly quality, service, productivity and performance reporting, tailored to the customer's needs, is established based on agreed upon Key Performance Indicators (KPIs) utilizing dashboard technology. External QA is accomplished by establishing a process to measure client satisfaction in various ways. Surveys, interviews and customer forums are utilized to gauge quality, service, timeliness, attitude of technician, and follow up.

WFF's governance program includes an ongoing management and communication strategy of the client relationship from a tactical and strategic point of view. Includes weekly, monthly, quarterly and annual meetings, with various levels of each organization, each with a specific agenda and attendee list in order to assure alignment of goals and objectives at all levels.

Landscaping & Custodial

WFF utilizes a comprehensive, cloud-based, program called GoSpotCheck for the custodial and grounds program. It not only ensures contract compliance, but directs on-going training with our team, equipment evaluation and provides measurement for team member recognition programs.



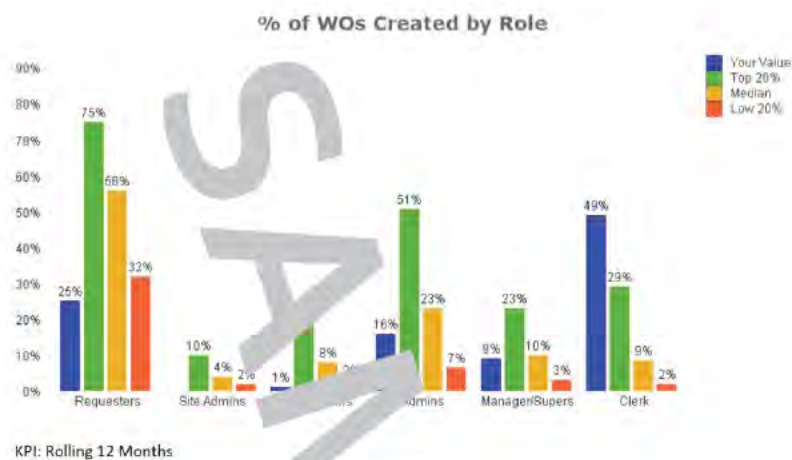
- The GoSpotCheck inspection program is accessible by all levels of our organization and by your team.
- WFF's QA program requires that inspections are performed at multiple levels of the organization and also encourages customer participation to ensure alignment in interpretation.
- GoSpotCheck software allows our customers to submit requests or communicate defects electronically. It even allows photographs to be transmitted to ensure effective interpretation.
- WFF's custodial QA program will be customized based on collaboration with the Facilities Department to establish acceptable scores in each category. Reports will be designed to detail performance and highlight any areas of concern, or excellence.
- When a defect is identified, it is corrected and the on-site leadership and regional operations team construct a training plan to address the issue to avoid reoccurrence. This plan may involve individualized coaching, group training sessions, and equipment evaluation. Subsequent inspections track resolution of the deficiency and sustained improved quality. It ensures pro-activity and continuous improvement.
- Protocols are established as part of WFF's quality assurance program and pre-designed reports can be customized following input from our partner and generated automatically.
- WFF's business value review also provides a recap of the QA trend analysis, along with an action plan associated, with time frame.
- Should WFF be awarded the facilities program, GoSpotCheck will be utilized to construct the appropriate inspection templates necessary to measure and enhance quality outcomes within this discipline.

SAMPLE QUALITY ASSURANCE REPORTS

Our software allows for many different reports to be viewed from the inspection data gathered and input on a regular basis.

MAINTENANCE

Who Creates Work Orders?

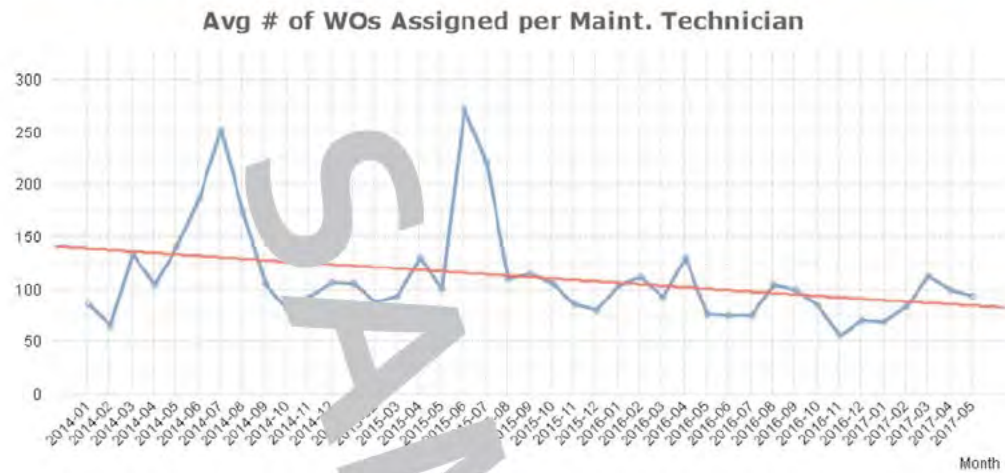


% of WOs Completed in Less than a Week

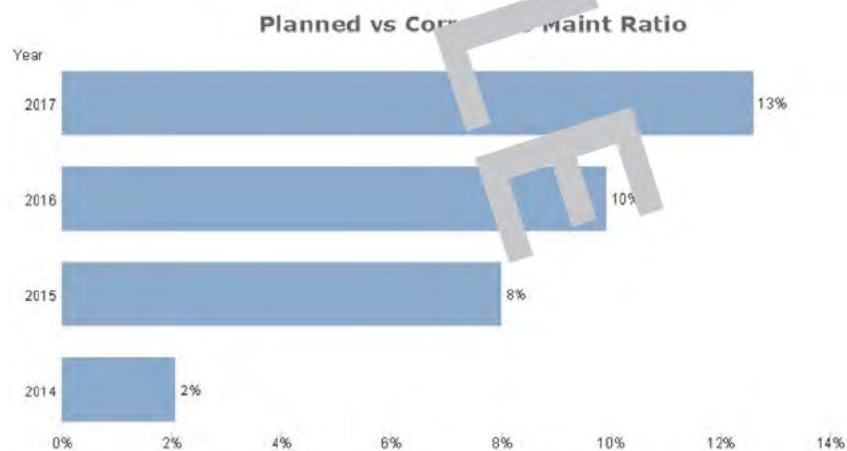


This KPI indicates of how much work an institution is able to complete in 7 calendar days. Below the national average suggests potential process improvements for managing and completing work. Above the national average could be a sign you have embraced mobile, your staff completes their own work assignments online and/or have reduced (or eliminated) paper in your processes. This compares Completion Date – Start Date (uses Request Date if State Date is not used) for WO's with a Priority of Low, Med or High & ignores PM's to see what % of PM WO's are completed in 7 Days or Less. (Rolling 12 Months)

Avg WOs Per Technician by Year

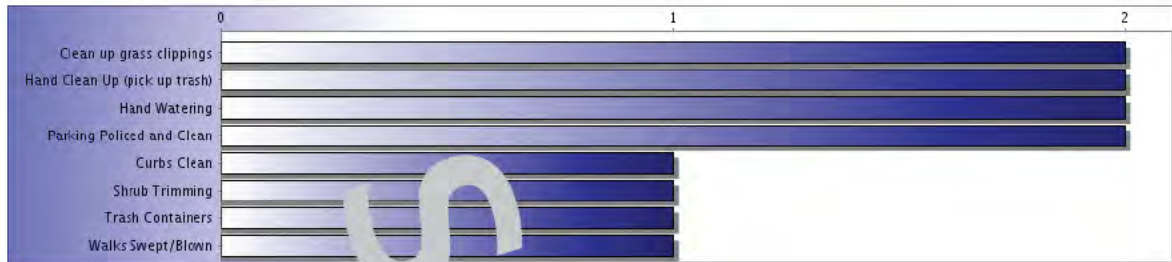


Ratio of PM to CM by Year



LANDSCAPING

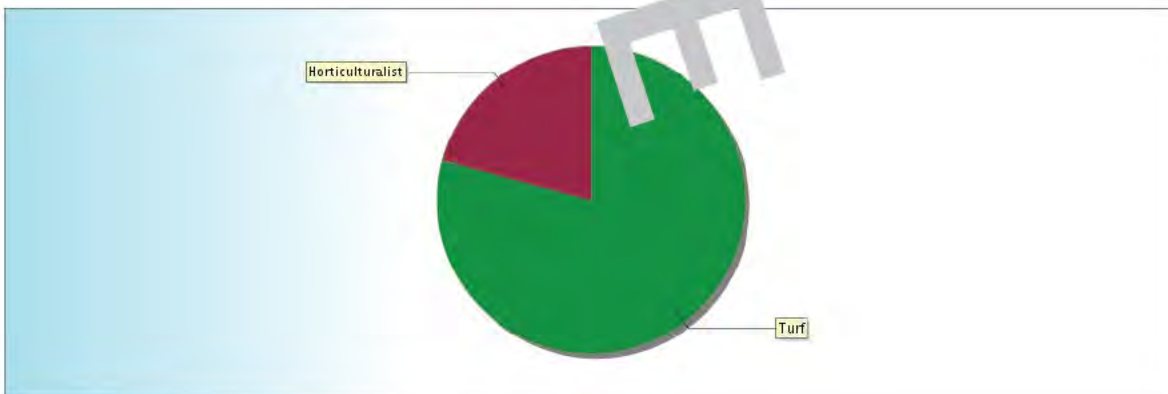
TOP 10 DEFICIENCIES BY ITEM



TOP 10 DEFICIENCIES BY FUNCTION

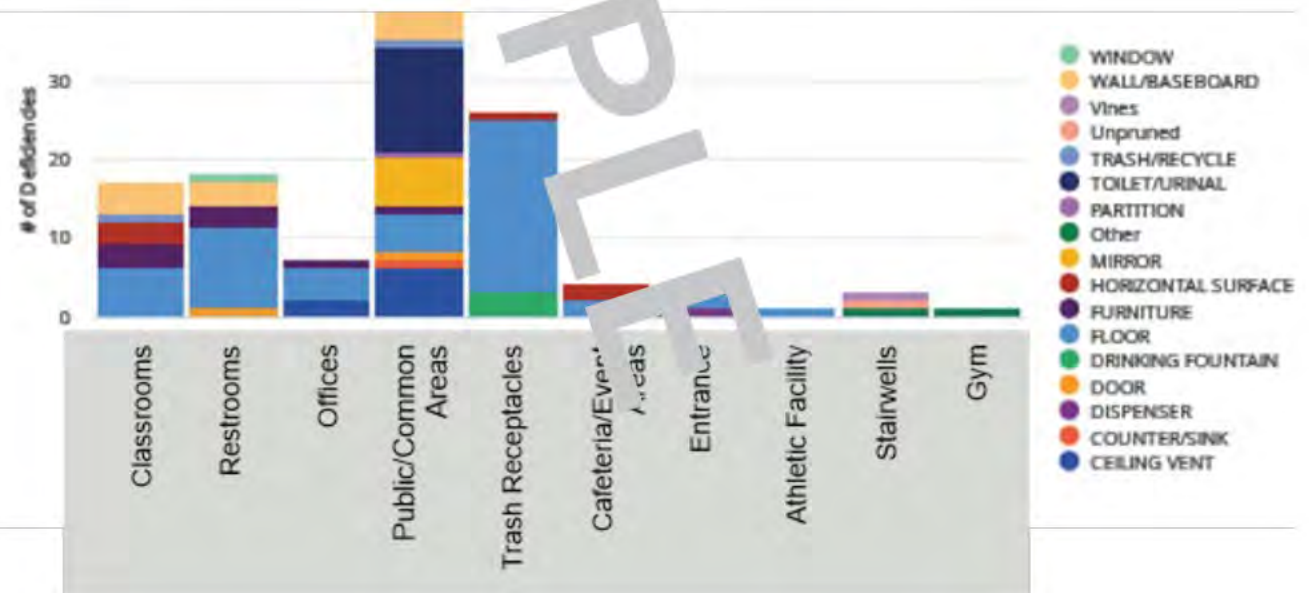
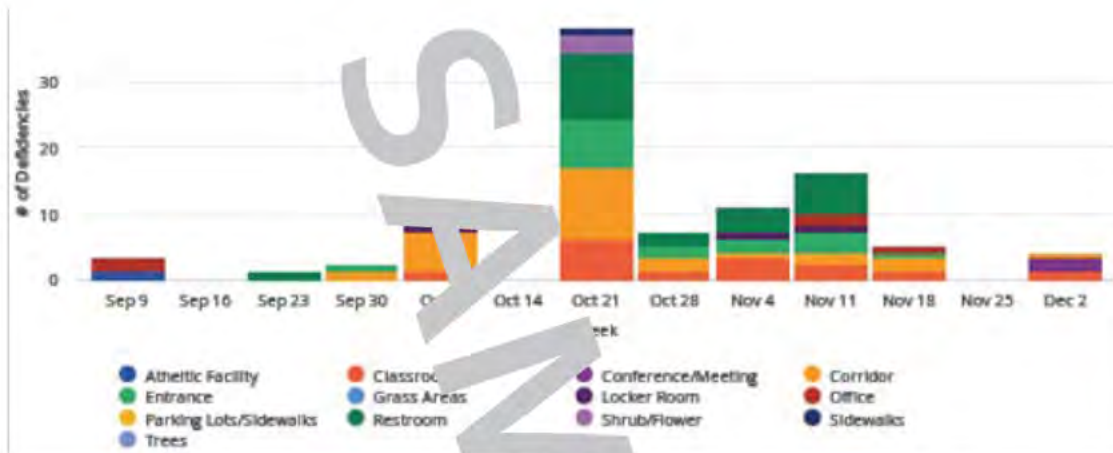


TOP 10 DEFICIENCIES BY AREA



CUSTODIAL

REDUCING DEFICIENCIES THROUGH TRAINING



KEY PERFORMANCE INDICATORS

The majority of WFF's current partners are performance-based contracts. A performance contract is about buying performance, not transactional goods and services. Performance based contracts is a support strategy that places primary emphasis on optimizing system support to meet the needs of the user. Performance based contracts delineate outcome performance goals or expectations, and focuses on developing strategic performance metrics or key performance indicators that directly relate to performance against these metrics.

The establishment of mutually agreed upon KPI's are an important component to any facility management operation. These indicators should be a true reflection on what the ultimate goal is of the service delivery and support our partner's mission and values. Below are some examples of KPI's we currently use with some partners:

- Total overall work orders
- Open work orders
- Training hours
- Safety (incidents/lost time incidents)
- GoSpotCheck audit scoring
- Maintaining agreed upon APPA level by building
- Average completion time (based on priority)
- Work orders issued from campus and WFF personnel (determines proactiveness of team)
- Call backs

WFF's goal is to provide our customers with a professional quality service that incorporates best practices from the industry while taking into consideration customer needs and realities. Our customers do not need the burden of having to oversee our operations and performance. Our systems and processes are structured to ensure a proactive assessment of our programs and provide our clients access to core KPI's and metrics to evaluate efficiency and effectiveness, not only on their campus but against industry best practices. During the transition process a base line is established along with improvement plans, service deliverables and measurements all based on customer expectations.

We can customize reports to the established KPI's and any additional measures desired. In addition, WFF will incorporate these measurements in the Business Value Review to transparently show our ability to perform the scope of work.

PERFORMANCE REVIEW / BUSINESS VALUE REVIEW

WFF will provide a customized business value review to our partner. Not only does the report provide valuable information to Administration, it allows our team to look above the tree line and identify strengths and opportunities for improvement.

The business value review becomes an invaluable tool to both WFF and our customer in the following ways:

Review of Established KPI's

WFF will present data and trends analysis, of agreed upon key metrics, in comparison 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 our partner with confidence in program performance.

Customer Communication

WFF will forward a business value review to the key contacts on the campus. The report will share information about our performance in all services we are responsible for and we will solicit input from you as the customer. This report, over time, becomes an invaluable tool as the service quality is documented and recorded.

Planning and Coordination

The document serves as a vehicle to ensure planning is in place for upcoming campus events, seasonal activities, periodic scheduling and or major work activities.

Work Completed

The business value review will document productivity, work completed and work that is planned by service and by trade. Examples include: Work orders completed by trade, work order backlog, percentage of preventive maintenance actions completed, project work, turnaround time, downtime of equipment, construction/projects completed or in process and the status.

Training and Team Member Issues

We document all team members training and share the topics, results and attendance. Additionally, all unemployment, workman's compensation, injuries and any other team member issue is communicated. We do not hide anything and treat your school as a valued partner.

Quality Assurance & Efficiency

The biggest benefit of the WFF business value review is that it allows our management team to improve efficiency and quality. They can observe the project from a twenty-thousand foot level and construct strategies to improve deficiencies and add value. Over time by analyzing the report, strengths and shortfalls become very apparent. The report becomes a valuable tool for WFF management to utilize to ensure our team delivers efficient and high-quality service consistently and stays aligned with customer expectations.

Information on the type of data you can expect from our BVR is included on the following page. This is just a small sample of the data you can expect to receive.

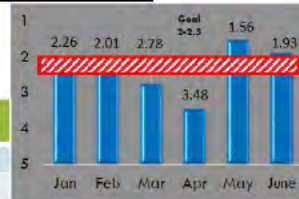
Mission/Values



- Service Above Self-Brandon Jacob is a dedicated worker. He is always willing to come in or stay late to get the job done. He takes pride in keeping the school look it's best on the outside.
- Engagement-Zoila Montoya is a very dedicated worker who comes in on weekends and is willing to come in early or stay late to help out her co-workers.
- Respect-Ma Teresa Abrego worked an Easter breakfast and all the staff at the school were very thankful for all her hard work and dedication during the event.
- Engagement-Crystal Carter has not been with the company along time but she is stepping up to the plate making sure that the grounds are going to look very beautiful. she loves working with landscaping and is making sure all things are done the way WFF would want.

GoSpotCheck

Total # of Inspections Completed	Average Score
13	2.13
Top Deficiencies/ Training Area	
Gyms & Entryway Rugs	
Entrance Glass	
Hallway Corners	
Hand Soap Replacement	



Safety



- Developmental Training**
- ☐ Incidents & Emergencies
 - ☐ Hazard Communicator
 - ☐ Heat Stress

Retention



Team Member Recognition

Team members who have demonstrated an injury-free workplace and who exhibit our mission and values.

	Safety First	Employee of the Month
Nov	Eugene Neal	Tommy Hatley Tom Batts II
Dec	Willa Rockland	Pat Reed Luma Joseph
Jan	No Winner	Diana Adams Shaqueta Thomas
Feb	Pauline Bryan	Alvin Richardson Karen Farr
Mar	Teresa Moody	Audrey Riley Jean Turner
April	Karen Farr	Linda Nash Sue Brinkman

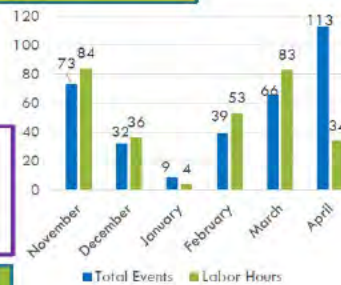
Events

All campus events WFF supports in regards to set-up/ tear-down and monitor

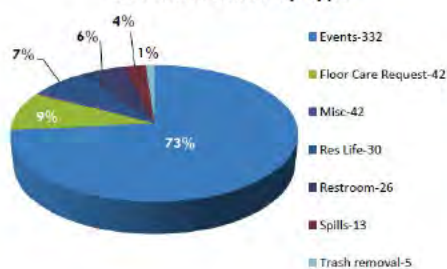
Total Events	Total Labor Hours	Estimated Cost To Perform
332	294	\$5,880

- Highlights**
- Blue and Gold Carnival
 - Board of Trustees
 - Preview Day
 - CSA Grad Fair

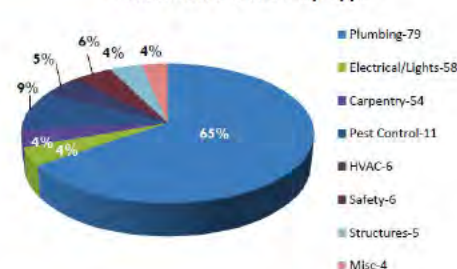
Work Orders Work request given to either party to ensure enhanced services delivery.



WFF Work Orders by Type



Client Work Orders by Type



STAFFING SERVICES / THE HUMAN FACTOR

In keeping with our mission to create safe environments that enrich lives and facilitate success, we strive to attract and retain the best qualified and most highly skilled team members.

We understand that delivering results to your campus is driven by the team members who perform the work each day. They are ambassadors of WFF and NCPA. They create a clean, safe and healthy environment for your campus community. We provide team members with opportunities to develop, whether for specific job skills, business acumen or interpersonal competence. WFF values the idea that all team members have a natural desire to learn, grow and be part of a successful, fulfilling team.

We value what each of our ladies and gentlemen bring to the campus. The mutual courtesy and respect that thrives at WFF is what sets us apart from our competitors. We trust team members to do their jobs and make decisions, and allow them the flexibility to work in a way that keeps them inspired and innovative. They are more than a loyal, dedicated workforce; they're the driving force behind our consistent revenue growth and long standing tenure on campuses since the company's inception in 1974.

Our size creates a dynamic connectivity among team members giving us the advantage of truly being able to invest in our leaders and utilize an individualized approach based on key personality traits and technical knowledge.

Empowering our team members to adapt and evolve is essential to our mission. We have developed a systemized training program that inspires and teaches the leadership skills necessary to be a successful, engaging team member. On-going training and support are included in the program, enabling team members to find their best learning method to accomplish work and career goals.

Human Resources Components

• Recruitment & Hiring	• Wages & Benefits
• Background Checks & Employment Files	• Motivation & Retention
• Team Member Policy Manual	• Training



RECRUITMENT & HIRING



Selecting the correct team members is critical to bringing our mission and values to life within our teams as well as to our external customers. It is why we place a high importance on recruiting through referrals and recommendations. With WFF's forty plus years of experience within the employment market, we possess critical insight into the local labor market and enjoy a very positive reputation amongst job seekers. To support these efforts and to reduce the administrative paperwork associated with a traditional process, WFF has invested in a robust and functional applicant tracking system called Kwantek.

This recruitment and hiring tool assists in effectively attracting, hiring, and onboarding the best team members for our company! Kwantek enables us to automatically post jobs online, track who applies for which open position, communicate to applicants, and make completing the new hire paperwork easier and faster. Kwantek will post our open jobs on our company website and other websites such as Indeed.com, and enable candidates to apply for a job with us from wherever they are. This system eliminates the need for any paper applications and reduces the administrative burden that can be part of the recruiting and hiring process therefore allowing our Director more time to be out on campus and leading from the front.

Feedback has been very positive from both our leaders in the field and new applicants who appreciate the professionalism and values our company believes in. It also ensures full compliance to all regulations and provides electronic record keeping & data storage.

Kwantek Key Elements

- Web based ATS system
- On-line applications
- Reduces administrative paperwork and data entry
- Assists in compliance and trend analysis

At WFF we:

- 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 values 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

BACKGROUND CHECKS & EMPLOYMENT FILES

Quality of our team members is of paramount importance to the success and well-being of any business and certainly critical in an educational setting.

WFF Facility Services uses the E-Verify system to assist in making sure candidates have proper social security information and are eligible to work in the United States.

Thorough background checks are a critical component in ensuring the workplace is safe and secure and our workforce is trustworthy and reliable. Once a candidate has been identified, our vendor, Sterling Talent Solutions, provides a fast, accurate, and reliable background check and administers the mandated Fair Credit Reporting Act pre and post adverse action letters.

Background Check Standards

WFF strives to employ team members who are well qualified to perform the job for which they are being hired and who have been screened for criminal background history. The process is conducted in compliance with federal laws under the Fair Credit Reporting Act (FCRA).

Vendor: Career Builder Background Screening

Criminal background check package:

- Social Security Trace
- Enhanced Nationwide Criminal Search
- National Sex Offender
- State Criminal Repository

Complete and accurate results rely upon constant updating between state, county and municipal databases in addition to judicial reporting standards.

In the event of any workplace injuries, all involved team members undergo a drug test in the normal process of reporting the accident into our OSHA logs. Directors and regional operation managers have a zero tolerance for use of any drugs or alcohol while working on your campus. In an instance where we suspect a team member may be under the influence at work, *For Cause* testing will be performed.

Our customer shall have the right to designate that any personnel be immediately removed and replaced should any personnel engage in rule or policy violations that justify such removal; in no case shall any request for removal be related to or based upon any legally protected characteristic of such individual, including, but not limited to, race, religion, gender, color, national origin, or pregnancy, and in no case shall any request for removal violate legal rights afforded the employee (including, but not limited to, request for removal in retaliation for the individual having exercised his/her rights under any federal or state law).

TEAM MEMBER POLICY MANUAL

WFF provides a copy of our team member policy manual to every new team member.

The manual clearly spells out our policies and procedures. A copy of our team member policy manual can be provided upon request. The manual clearly communicates the WFF policies utilized by our managers. Additional location specific addendum may be added to the team member policy manual as required.

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WAGES & BENEFITS

In order to hire the best people, WFF performs extensive wage surveys within a market and factors this information into our budgets for the project. With our extensive knowledge of the local labor market, we have intimate knowledge of the correct wage rate to attract and retain the team members who represent WFF and NCPA as we would wish. WFF does not attempt to be a wage leader in any market, but our philosophy is to be within a competitive range that allows team stability to achieve the efficiencies and ambassadorship that are the core of a successful program. We understand the need to be price competitive, but also understand the “costs” associated with an unstable and poorly aligned work force.

WFF is open with our partners in sharing information. Upon contract award, we will be transparent and provide options as market factors and cost-of living changes occur. These changes can impact any year-to-year increases.

Additionally, WFF offers a competitive benefits package to all full-time team members. WFF has an open-book policy when sharing cost information of the various team member benefits with our partners. We have the ability to formulate almost any benefit package desired at very competitive rates. Below you will see the benefits provided to our team at NCPA.

Benefits at a Glance

Medical Insurance	401(k) Retirement Savings Plan <small>(salaried team members)</small>
Dental Insurance	Payroll Options
Vision Insurance	Direct Deposit
Disability	Skylight Pay Card
Life Insurance	Team Member Holiday Pay
Accident Insurance	FMLA
AD&D	Uniforms
Prescription Drug Benefits	Overtime Pay
	Paid Vacation

MOTIVATION & RETENTION FOR FACILITIES MANAGEMENT

WFF knows keeping a motivated, well-trained workforce is critical to our success in all phases of facilities. We provide team members with opportunities to develop, whether for specific job skills, business acumen or interpersonal competence. We value the idea that all team members have a natural desire to learn, grow and be part of a successful, fulfilling team.

WFF provides a monthly budget on every campus, within each service line (maintenance, landscaping, custodial), for team member motivation and training programs. This investment is used to reinforce positive behaviors and motivate the team. WFF utilizes a combination of these and other programs on every campus:

- **WFF's Guiding Values:** By energizing and living by our company's guiding values we reinforce behaviors that promote a fun and harmonious work environment, where individuals are respected, supported and recognized.
- **Leadership Support Mentality:** WFF purposely selects leaders who are servants. Our leadership philosophy is one where a leader's role is to support and enable their team members. This humility and outward focus promote a culture of caring and inclusion. "People do not care about how much you know, until they know how much you care."
- **Team Meetings:** Regular team meetings are held with each shift and supervisor. These meetings are often used for training or performance recognition.
- **Listening:** Coffee or pizza with the manager provides team members the opportunity to personally express their issues with the director of custodial services.
- **Career Opportunities:** Within WFF we strive to promote from within and equip our team members with the skills and confidence to elevate their responsibilities. Even if team members prefer to remain in their current roles, we believe this investment supports them in their navigation of everyday life and brings benefits to their family and community.
- **Rapid Response:** If an issue is shared, we understand it is important. A response to their question is provided timely, honestly and conclusively. Virtually everyone would prefer to hear a no as an answer than to hear no answer at all.
- **Values Line:** WFF provides a toll free line, manned by a third party partner to provide a safe and easy way for any team member to voice concerns, or obtain assistance with any matter they should prefer not to discuss with their site level leadership.
- **Recognizing Excellence:** Our industry is usually managed by the deficiencies in one's work and seldom is someone acknowledged for simply doing something right. WFF managers will often present small tokens of appreciation (\$10 gift cards to McDonalds or Wal-Mart) when they observe someone doing it right.
- **Safety First Incentive:** Monthly awards to WFF team members for working safely.
- **Round of Applause:** Awards individuals for safe behavior acts. It is a people based safety program with an emphasis on positive reinforcement and recognition.

These rewards and acknowledgements go far in keeping our people engaged in their job and motivated to do their best. WFF considers training and motivation a huge factor in the success and development of our team.

TRAINING PROGRAM

The beauty of every campus is driven by the team members who perform the work every day. WFF provides team members with opportunities to develop, whether for specific job skills, business acumen or interpersonal competence. We value the idea that all team members have a natural desire to learn, grow and be part of a successful, fulfilling team.

Management Training:

- WFF has developed a [systemized training program](#) that teaches the leadership skills necessary to be a successful manager. It is conducted by the Regional Operations Manager in conjunction with other key managers within the company. Continued education and support are included in the program.
- Our lean size creates a [dynamic connectivity](#) between team members giving us the advantage of truly being able to invest in our leaders and utilize an individualized approach based on key personality traits and technical knowledge.
- Based on WFF's supervisory model, there is [constant involvement and oversight](#). WFF's leadership training is based on strong relationships and a customized approach. Our philosophy is to enable, not just hold accountable.
- WFF hosts an annual leadership conference at our corporate headquarters in St. Louis. We bring each director into St. Louis and convene to [train, learn and share best practices](#) during an intensive two-day conference.
- WFF periodically sends our managers to off-site training programs to learn new systems, applications, procedures or equipment to obtain certification such as APPA, IFMA, and RBSM.

Team Member Training:

- WFF conducts a formal training session on every campus weekly. The training is documented and shared with our partner in a business value review.
- [Computer-Based Training](#) – WFF has developed an internal web portal which hosts extensive training materials.
- [Orientation & Indoctrination Training](#) – Designed to provide specific skills and team training.
- Technical skills training among building trades
- Journeyman/Master licensing, where applicable
- Arboriculture training classes
- Synthetic surfaces management
- Applied ecology
- Turf management
- Lawn, ornamental, herbicide, pesticide and fertilization application
- Whenever there are changes or enhancements to our program, team and individualized training is conducted.
- WFF's extensive quality assurance program constantly evaluates performance and provides insight into training and tools required to enhance standards.
- Training topics include all applicable environmental and safety laws and LEED requirements.

A PROFESSIONAL LEARNING CULTURE

WFF Facility Services

A Professional Learning Culture



*"The growth and development of people
is the highest calling of leadership."*

-Harvey S. Firestone

DIRECTOR TRAINING

One of the primary reasons for the long-term success of WFF Facility Services is the caliber, commitment, and capabilities of our on-site directors. This is the single most important position for us to fill on your campus, and we go to great lengths to ensure that the director is well trained in all aspects of leading an efficient, high quality facilities services team. This is critical in ensuring the expertise and confidence to allow decisions being made as close to the customer as possible.

Attracting top talent is based on our guiding values and organization structure for each director position. WFF devotes a significant amount of time and training. We realize a key difference between one facilities team and another is the character and technical competency of its management. We make sure each director is fully armed with the skills and knowledge necessary for their role in being the team leader. The training is based on an individual skills assessment and fosters a spirit of participation. Our primary goal in training each director is to teach them the skills necessary to lead and oversee a unique facilities team. Instilling leadership teaches how to build a quality team and culture that manifests WFF's mission and vision. The program is designed to empower and educate each director with the tools he/she will need to succeed.

Courses that develop employees
and ensure compliance



ANNUAL LEADERSHIP CONFERENCE

In addition to an extensive training program for each director, WFF hosts an Annual Leadership Conference at our support center in St. Louis.

We bring in each director and convene at a conference center to train, learn and share best practices during an intensive two-day meeting. We schedule a combination of professional speakers to inspire and others to talk about issues from new processes or equipment to leadership and time management skills. Senior WFF management promotes our Vision, our Mission and Values and discusses enhancements to the corporate support system.

We recognize and reward the “Director of the Year,” and other awards to celebrate excellence and reinforce critical behaviors. The conference helps build a consistent culture across all the campuses and allows each director to meet and build relationships with each other. Together they learn new skills, exchange ideas and bring new insights and efficiencies back to their campuses.



TAB 5

																														Employee Name
																														Personal Protective Equipment
																														Bloodborne Pathogens
																														RTK Hazard Communication
																														General Lifting
																														Working Safely Outdoors
																														Backpack Blower Safety
																														Chain Saw Safety
																														Heat Stress Guidelines
																														Cold Stress Guidelines
																														Hand and Power Tool Safety
																														Lock Out Tag Out Training
																														Hedge Trimming Safety
																														Ladder Safety
																														Machine Guarding
																														Mowing and Trimming Safety
																														Overhead Power Line Safety
																														Behavior Based Program
																														Vehicle & Golf Cart Safety
																														Confined Space
																														Z Mower (Heavy Machinery)

[illegible]

SAFETY AND RISK MANAGEMENT

WFF Facility Services embraces risk management by promoting health and safety, environmental protection and regulatory compliance. We are committed to developing a culture where safety and health are core values, adopted and practiced throughout all levels of WFF Facility Services.

WFF fosters partnerships with our customers and team members to enable them to recognize risks and empower them to learn, discover, and work safely, minimizing injuries, illnesses, environmental impacts, and regulatory risks. We accomplish this by providing exceptional service and leadership through program development, information and training, consultation, and periodic compliance reviews of environmental health and safety practices and policies.

OUR TEAM, OUR CULTURE

The effective management of occupation health and safety is the key driver for the continued success of our business. It is important that we seek to demonstrate effective safety and health leadership alongside, and integrated with our other responsibilities and duties. Effective management is about securing the health, safety, and welfare of all staff by reducing risk, and ensuring protection from harm and illness arising out of work activities.

It is our responsibility to provide strategic direction for the management of safety and health on our campuses and to motivate staff to engage effectively in ensuring good safety and health performances.

WFF is a safety first culture, promoting safety every day. As a company, we promote and embrace behavior based safety; an initiative used to educate and observe our team members to improve safety and reduce risk in the workplace. We've created a process that promotes safety partnerships between leadership and our team members that continually focuses peoples' attentions and actions on theirs, and others, daily safety behavior. This application of science of behavior is used in all our disciplines of services. Providing health and safety information and training helps us to ensure that our team members know how to work safely and without risks to health. Safety is in every conversation and daily safety huddles are conducted to imprint a safety culture on the minds of the workforce prior to the start of each shift. Our goal is to encourage active team member participation in our safety program; and to encourage safe behaviors for all team members.

OUR BASIC PRINCIPLES OF GOOD SAFETY MANAGEMENT

Integration of good health and safety management, in collaboration of external resources is the essential principles of our business decisions. Adherence to these principles, good health and safety practices and compliance with our WFF standards, are a responsibility of all team members. Risk management services are utilized through our insurance and risk experts. Partnering with our outside resources, we can better control our risk and help prevent losses. WFF is evaluated and monitored to ensure adherence to the high-risk management standards. With these awards of excellence, we are awarded CIMS excellence, which independently validates industry best practices.

Leadership Commitment
Documented Safety Philosophy
Safety Goals and Objectives
Committee Organization for Safety
Safety Communications
Safety Training
Motivation
Accident Investigations
Observations

BEHAVIOR BASED SAFETY PROGRAM “SAFETY FIRST”

WFF’s “Safety First” behavior based safety program trains our team members on how to influence safe habits while encouraging team members to develop engagement that creates a safety culture that will look out for one another. Our company’s safety vision is to prevent *all work-related injuries and illness*. We will require a proactive approach based on prevention and strict adherence to best safety practices, standardized work, policies and procedures. We know and understand that this approach is critical for our team members to learn so they can *understand* and apply safe behaviors successfully.

Our “Safety First” behavior based safety program has been utilized in all applications of service from custodial and grounds with remarkable success, resulting in a reduction of injuries and improvement of safety culture. Our program has been designed to influence team member actions toward safer outcomes, ideally by preventing an accident or injury before it occurs. By embracing a mission that creates safe environments, WFF understands that accidents and injuries have, first, a human cost.

Behavior Based Safety Program

WFF uses various approaches to recognize hazardous conditions, reduce unsafe behaviors, and reward safe behaviors. Our approach involves guidance, codes and procedures to follow; and support and training. Our team members are our most important asset. Safe actions are an integral part of our workplace, and your campuses’ operating procedures, programs, and culture.

- **Observations** – Through observations and engagement we record safety observations, most importantly, stop work that is unsafe. As a company we understand at risk behaviors in all disciplines of service we provide. From hazard communication, working with heavy equipment, to working elevated services. We focus on identifying and eliminating at risk behaviors; we are your partner for the safety and well-being of your students, faculty, parents, and visitors.

A Team Effort Identification and Prevention

In combination of observing safe and unsafe behaviors, WFF promotes a safety culture through a progressive disciplinary process for violations of our safety policies and encourages preventive hazard recognition in the work place. Our team members are rewarded for reporting near misses; incidents that could have resulted in severe injury to a peer, student, faculty member, or visitor. By understanding our trends in behaviors and our environment, we can use this information by peer review in our safety committees.

- **Making Safety Committees Work for You** – Our safety committee will serve three major functions:
 - To help make health and safety activities an integral part of your campus's operating procedures, programs, and culture
 - To promote and maintain the interest of team members in health and safety issues
 - To reduce risks by reviewing incidents, near misses/good catches, accident investigation reports, client work orders, claim summaries and loss analyses to prevent reoccurrences of similar incidents

The client shall indemnify, defend and hold harmless WFF Facility Services and WFF Facility Services' consultants, agents and team members from and against all damages, arising out of, or resulting from any slip hazard not created by WFF Facility Services and outside of WFF Facility Services' scope of obligations.

WFF Facility Services will not be responsible for moving non-routine items, including but not restricted to: excessively heavy items; items of high value or special importance; items where specialize moving equipment is required. In such situations WFF Facility Services will inform our partner of the need to engage a third-party provider and seek approval to invoice the fees associated.

The client agrees to indemnify and hold harmless WFF Facility Services from any claim or liability arising from snow removal services.

SECURITY & KEY CONTROL

Security

Security is taken seriously by WFF Facility Services and works in combination with all safety practices. We aim for a safe and secure work place for both our team members and the students and teachers we work around. Security is one of the most important basics at every work site. We work closely with your leadership team to ensure that all of our activities are in compliance with your rules and regulations as well as our stringent policies.

We pay close attention to security procedures at each work site and in each specific assignment and area of your facility. Our security efforts address the supervision of workers and their work areas, the securing and checking of doors, locks, keys, alarms and other security issues that are specific to your buildings. WFF partners with the school's Public Safety, or Police Department to ensure alignment and

to train our team members to be an extension of the campus's public safety and emergency response teams.

WFF team members are required to wear uniforms on your premises and must display a photo identification badge at all times. As mentioned in the Human Factor section, all team members are thoroughly screened, and background checked prior to being hired.

Key Control

Proper Control and Security of Keys Cannot be Overemphasized

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

We have a written plan on the key and door security procedures at every school and will have this in place prior to day one of our service. We have a training module on security and utilize this training in the new team member orientation and training with every new team member. We have a training document that speaks to the security and key procedures and requirements that is explained and taught to each team member who then signs off on their understanding of the importance and procedures. If security issues and/or concerns about keys ever become a concern by any team member, the director will address that situation with both haste and seriousness. WFF also maintains relationships with independent specialized consultants, who can assist in the design and execution of comprehensive key hierarchy protocols, should this be desired by the school.

Limitation on Damages. Notwithstanding anything herein or in any other agreement or document to the contrary, the client expressly agrees that WFF's liability, under any circumstances, shall be limited to a maximum of \$5,000 (five thousand dollars), for any special, incidental or consequential damages of any nature whatsoever arising under or relating to this agreement in connection to lost or stolen keys.

MANAGEMENT & STAFF SERVICES

WFF has over 46 years of national experience, in providing facilities services to higher education institutions. WFF Facility Services will bring the resources of our entire organization to bear on this project to make sure the staffing, management, and corporate support elements are in place. The process starts with a solid understanding of the needs of the project. The top management of WFF will select a director who is highly experienced with the necessary experience and credentials to manage all facets of the program. Because we are a very decentralized organization, WFF strives to identify, hire, and assign directors who are totally capable of running the entire operation. Our director is a higher caliber manager than what our competitors typically assign to their accounts. Our director is similar to an operations manager at other companies who are responsible for multiple projects in a geographic area. The strength of our director in this position not only brings greater value to our operation, but also makes our on-site customer service more professional, proactive and consistent.

The next layer of oversight is provided by our Senior Vice President, Ken Gomulka. Ken is responsible for maintaining operational oversight for our director and is another point of contact. Ken is on the campus every four weeks reviewing our operation, doing quality assurance audits, meeting with our campus liaisons, and making sure we are providing the services we committed to. In addition to the regularly scheduled visits, Ken is available on a 24-hour basis to respond to any emergencies that may arise. In addition to Ken who is permanently assigned to your campus, we have four other regional managers who would also be available, if needed, to respond to any other issues that might arise during the course of the contract.

Another unique benefit to having a partnership with WFF Facility Services is the fact that supporting the Director and Senior Vice President positions is the President of our company. At least two times per year, the president of WFF, Jonathan Campbell, is on the campus to make sure our operation is successfully meeting all your needs. Jonathan is available to meet with our client contacts, our team members and managers, and will also walk buildings to confirm that the standards are being maintained. Again, this is unique in our industry but is a standard benefit of doing business with WFF.

VALUE ADDED PRODUCTS AND SERVICES

Tab 8 – Value Added Products and Services

- ◆ Include any additional products and/or services available that vendor currently performs in their normal course of business that is not included in the scope of the solicitation that you think will enhance and add value to this contract for Region 14 ESC and all NCPA participating entities.

This information pertains to anything not covered under the original scope of services. Items may include, but not limited to:

- ✓ Special events booked through event services, and other departments on campus
- ✓ Pre-event and post-event cleanup for special events on campus
- ✓ Construction cleanups
- ✓ Special trash removals
- ✓ Furniture setups for rental furniture, and/or existing furniture in spaces
- ✓ Request for services on an overtime basis

Specific rates will be specified as part of a contractual agreement and approved by both parties. Rates will include all labor, including supervision. The contract will constitute an additional business, or service provided to the University. It will be run as a separate entity, and in no way affect the existing custodial service contract.

REQUIRED DOCUMENTS

Tab 9 – Required Documents

- ◆ Clean Air and Water Act / Debarment Notice
- ◆ Contractors Requirements
- ◆ Antitrust Certification Statements
- ◆ Required Clauses for Federal Funds Certifications
- ◆ Required Clauses for Federal Assistance by FTA
- ◆ State Notice Addendum

Clean Air and Water Act & Debarment Notice

I, the Vendor, am in compliance with all applicable standards, orders or regulations issued pursuant to the Clean Air Act of 1970, as Amended (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act, as amended (33 U.S.C. 1368), Executive Order 117389 and Environmental Protection Agency Regulation, 40 CFR Part 15 as required under OMB Circular A-102, Attachment O, Paragraph 14 (1) regarding reporting violations to the grantor agency and to the United States Environment Protection Agency Assistant Administrator for the Enforcement.

I hereby further certify that my company has not been debarred, suspended or otherwise ineligible for participation in Federal Assistance programs under Executive Order 12549, "Debarment and Suspension", as described in the Federal Register and Rules and Regulations

Potential Vendor	<u>WFF Facility Services, Inc.</u>
Print Name	<u>Rodger Hollenbeck</u>
Address	<u>211 South Jefferson Avenue</u>
City, State, Zip	<u>St. Louis, MO 63103</u>
Authorized signature	<u></u>
Date	<u>June 16, 2020</u>

Contractor Requirements

Contractor Certification Contractor's Employment Eligibility

By entering the contract, Contractor warrants compliance with the Federal Immigration and Nationality Act (FINA), and all other federal and state immigration laws and regulations. The Contractor further warrants that it is in compliance with the various state statutes of the states it is will operate this contract in.

Participating Government Entities including School Districts may request verification of compliance from any Contractor or subcontractor performing work under this Contract. These Entities reserve the right to confirm compliance in accordance with applicable laws.

Should the Participating Entities suspect or find that the Contractor or any of its subcontractors are not in compliance, they may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

The offeror complies and maintains compliance with the appropriate statutes which requires compliance with federal immigration laws by State employers, State contractors and State subcontractors in accordance with the E-Verify Employee Eligibility Verification Program.

Contractor shall comply with governing board policy of the NCPA Participating entities in which work is being performed

Fingerprint & Background Checks

If required to provide services on school district property at least five (5) times during a month, contractor shall submit a full set of fingerprints to the school district if requested of each person or employee who may provide such service. Alternately, the school district may fingerprint those persons or employees. An exception to this requirement may be made as authorized in Governing Board policy. The district shall conduct a fingerprint check in accordance with the appropriate state and federal laws of all contractors, subcontractors or vendors and their employees for which fingerprints are submitted to the district. Contractor, subcontractors, vendors and their employees shall not provide services on school district properties until authorized by the District.

The offeror shall comply with fingerprinting requirements in accordance with appropriate statutes in the state in which the work is being performed unless otherwise exempted.

Contractor shall comply with governing board policy in the school district or Participating Entity in which work is being performed

Business Operations in Sudan, Iran

In accordance with A.R.S. 35-391 and A.R.S. 35-393, the Contractor hereby certifies that the contractor does not have scrutinized business operations in Sudan and/or Iran.

Authorized signature



Date

June 16, 2020

Antitrust Certification Statements (Tex. Government Code § 2155.005)

I affirm under penalty of perjury of the laws of the State of Texas that:

- (1) I am duly authorized to execute this contract on my own behalf or on behalf of the company, corporation, firm, partnership or individual (Company) listed below;
- (2) In connection with this bid, neither I nor any representative of the Company has violated any provision of the Texas Free Enterprise and Antitrust Act, Tex. Bus. & Comm. Code Chapter 15;
- (3) In connection with this bid, neither I nor any representative of the Company has violated any federal antitrust law; and
- (4) Neither I nor any representative of the Company has directly or indirectly communicated any of the contents of this bid to a competitor of the Company or any other company, corporation, firm, partnership or individual engaged in the same line of business as the Company.

Company name	<u>WFF Facility Services, Inc.</u>
Address	<u>211 South Jefferson Avenue</u>
City/State/Zip	<u>St. Louis, MO 63103</u>
Telephone No.	<u>314-652-2388 / 800-852-2388</u>
Fax No.	<u>314-652-7097 / 800-762-7910</u>
Email address	<u>rhollenbeck@wffservices.com</u>
Printed name	<u>Rodger Hollenbeck</u>
Position with company	<u>Senior Vice President</u>
Authorized signature	<u></u>

Required Clauses for Federal Funds Certifications

Participating Agencies may elect to use federal funds to purchase under the Master Agreement. The following certifications and provisions may be required and apply when a Participating Agency expends federal funds for any purchase resulting from this procurement process. Pursuant to 2 C.F.R. § 200.326, all contracts, including small purchases, awarded by the Participating Agency and the Participating Agency's subcontractors shall contain the procurement provisions of Appendix II to Part 200, as applicable.

APPENDIX II TO 2 CFR PART 200

(A) Contracts for more than the simplified acquisition threshold currently set at \$150,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

(B) Termination for cause and for convenience by the grantee or subgrantee including the manner by which it will be effected and the basis for settlement. (All contracts in excess of \$10,000)

(C) Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 CFR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

Pursuant to Federal Rule (C) above, when a Participating Agency expends federal funds on any federally assisted construction contract, the equal opportunity clause is incorporated by reference herein.

(D) Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision

for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

(E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

(F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of "funding agreement" under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

(G) Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended— Contracts and subgrants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401- 7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251- 1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

(H) Debarment and Suspension (Executive Orders 12549 and 12689)—A contract award (see 2 CFR 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

(I) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)—Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee

of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

RECORD RETENTION REQUIREMENTS FOR CONTRACTS INVOLVING FEDERAL FUNDS

When federal funds are expended by Participating Agency for any contract resulting from this procurement process, offeror certifies that it will comply with the record retention requirements detailed in 2 CFR § 200.333. The offeror further certifies that offeror will retain all records as required by 2 CFR § 200.333 for a period of three years after grantees or subgrantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

CERTIFICATION OF COMPLIANCE WITH THE ENERGY POLICY AND CONSERVATION ACT

When Participating Agency expends federal funds for any contract resulting from this procurement process, offeror certifies that it will comply with the mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S.C. 6321 et seq.; 49 C.F.R. Part 18).

CERTIFICATION OF COMPLIANCE WITH BUY AMERICA PROVISIONS

To the extent purchases are made with Federal Highway Administration, Federal Railroad Administration, or Federal Transit Administration funds, offeror certifies that its products comply with all applicable provisions of the Buy America Act and agrees to provide such certification or applicable waiver with respect to specific products to any Participating Agency upon request. Purchases made in accordance with the Buy America Act must still follow the applicable procurement rules calling for free and open competition.

Required Clauses for Federal Assistance provided by FTA

ACCESS TO RECORDS AND REPORTS

Contractor agrees to:

- a) Maintain all books, records, accounts and reports required under this Contract for a period of not less than three (3) years after the date of termination or expiration of this Contract or any extensions thereof except in the event of litigation or settlement of claims arising from the performance of this Contract, in which case Contractor agrees to maintain same until Public Agency, the FTA Administrator, the Comptroller General, or any of their duly authorized representatives, have disposed of all such litigation, appeals, claims or exceptions related thereto.
- b) Permit any of the foregoing parties to inspect all work, materials, payrolls, and other data and records with regard to the Project, and to audit the books, records, and accounts with regard to the Project and to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed for the purpose of audit and examination.

FTA does not require the inclusion of these requirements of Article 1.01 in subcontracts. Reference 49 CFR 18.39 (i)(11).

CIVIL RIGHTS / TITLE VI REQUIREMENTS

- 1) Non-discrimination. In accordance with Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d, Section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, Section 202 of the Americans with Disabilities Act of 1990, as amended, 42 U.S.C. § 12132, and Federal Transit Law at 49 U.S.C. § 5332, Contractor or subcontractor agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, marital status age, or disability. In addition, Contractor agrees to comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.
- 2) Equal Employment Opportunity. The following Equal Employment Opportunity requirements apply to this Contract:
 - a. Race, Color, Creed, National Origin, Sex. In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal Transit Law at 49 U.S.C. § 5332, the Contractor agrees to comply with all applicable Equal Employment Opportunity requirements of U.S. Dept. of Labor regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor, 41 CFR, Parts 60 *et seq.*", and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future affect construction activities undertaken in the course of this Project. Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, marital status, or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, Contractor agrees to comply with any implementing requirements FTA may issue.
 - b. Age. In accordance with the Age Discrimination in Employment Act (ADEA) of 1967, as amended, 29 U.S.C. Sections 621 through 634, and Equal Employment Opportunity Commission (EEOC) implementing regulations, "Age Discrimination in Employment Act", 29 CFR Part 1625, prohibit employment discrimination by Contractor against individuals on the basis of age, including present and prospective

employees. In addition, Contractor agrees to comply with any implementing requirements FTA may issue.

- c. Disabilities. In accordance with Section 102 of the Americans with Disabilities Act of 1990, as amended (ADA), 42 U.S.C. Sections 12101 *et seq.*, prohibits discrimination against qualified individuals with disabilities in programs, activities, and services, and imposes specific requirements on public and private entities. Contractor agrees that it will comply with the requirements of the Equal Employment Opportunity Commission (EEOC), "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 CFR, Part 1630, pertaining to employment of persons with disabilities and with their responsibilities under Titles I through V of the ADA in employment, public services, public accommodations, telecommunications, and other provisions.
- d. Segregated Facilities. Contractor certifies that their company does not and will not maintain or provide for their employees any segregated facilities at any of their establishments, and that they do not and will not permit their employees to perform their services at any location under the Contractor's control where segregated facilities are maintained. As used in this certification the term "segregated facilities" means any waiting rooms, work areas, restrooms and washrooms, restaurants and other eating areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, color, religion or national origin because of habit, local custom, or otherwise. Contractor agrees that a breach of this certification will be a violation of this Civil Rights clause.
- 3) Solicitations for Subcontracts, Including Procurements of Materials and Equipment. In all solicitations, either by competitive bidding or negotiation, made by Contractor for work to be performed under a subcontract, including procurements of materials or leases of equipment, each potential subcontractor or supplier shall be notified by Contractor of Contractor's obligations under this Contract and the regulations relative to non-discrimination on the grounds of race, color, creed, sex, disability, age or national origin.
- 4) Sanctions of Non-Compliance. In the event of Contractor's non-compliance with the non-discrimination provisions of this Contract, Public Agency shall impose such Contract sanctions as it or the FTA may determine to be appropriate, including, but not limited to: 1) Withholding of payments to Contractor under the Contract until Contractor complies, and/or; 2) Cancellation, termination or suspension of the Contract, in whole or in part.

Contractor agrees to include the requirements of this clause in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.

DISADVANTAGED BUSINESS PARTICIPATION

This Contract is subject to the requirements of Title 49, Code of Federal Regulations, Part 26, "*Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs*", therefore, it is the policy of the Department of Transportation (DOT) to ensure that Disadvantaged Business Enterprises (DBEs), as defined in 49 CFR Part 26, have an equal opportunity to receive and participate in the performance of DOT-assisted contracts.

- 1) Non-Discrimination Assurances. Contractor or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. Contractor shall carry out all applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by Contractor to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or other such remedy as public agency deems appropriate. Each subcontract Contractor signs with a subcontractor must include the assurance in this paragraph. (See 49 CFR 26.13(b)).

- 2) **Prompt Payment.** Contractor is required to pay each subcontractor performing Work under this prime Contract for satisfactory performance of that work no later than thirty (30) days after Contractor's receipt of payment for that Work from public agency. In addition, Contractor is required to return any retainage payments to those subcontractors within thirty (30) days after the subcontractor's work related to this Contract is satisfactorily completed and any liens have been secured. Any delay or postponement of payment from the above time frames may occur only for good cause following written approval of public agency. This clause applies to both DBE and non-DBE subcontractors. Contractor must promptly notify public agency whenever a DBE subcontractor performing Work related to this Contract is terminated or fails to complete its Work, and must make good faith efforts to engage another DBE subcontractor to perform at least the same amount of work. Contractor may not terminate any DBE subcontractor and perform that Work through its own forces, or those of an affiliate, without prior written consent of public agency.
- 3) **DBE Program.** In connection with the performance of this Contract, Contractor will cooperate with public agency in meeting its commitments and goals to ensure that DBEs shall have the maximum practicable opportunity to compete for subcontract work, regardless of whether a contract goal is set for this Contract. Contractor agrees to use good faith efforts to carry out a policy in the award of its subcontracts, agent agreements, and procurement contracts which will, to the fullest extent, utilize DBEs consistent with the efficient performance of the Contract.

ENERGY CONSERVATION REQUIREMENTS

Contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the State energy conservation plans issued under the Energy Policy and Conservation Act, as amended, 42 U.S.C. Sections 6321 *et seq.* and 41 CFR Part 301-10.

FEDERAL CHANGES

Contractor shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the Contract between public agency and the FTA, as they may be amended or promulgated from time to time during the term of this contract. Contractor's failure to so comply shall constitute a material breach of this Contract.

INCORPORATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) TERMS

The provisions include, in part, certain Standard Terms and Conditions required by the U.S. Department of Transportation (DOT), whether or not expressly set forth in the preceding Contract provisions. All contractual provisions required by the DOT, as set forth in the most current FTA Circular 4220.1F, dated November 1, 2008, are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Contract. Contractor agrees not to perform any act, fail to perform any act, or refuse to comply with any public agency requests that would cause public agency to be in violation of the FTA terms and conditions.

NO FEDERAL GOVERNMENT OBLIGATIONS TO THIRD PARTIES

Agency and Contractor acknowledge and agree that, absent the Federal Government's express written consent and notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying Contract, the Federal Government is not a party to this Contract and shall not be subject to any obligations or liabilities to agency, Contractor, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying Contract.

Contractor agrees to include the above clause in each subcontract financed in whole or in part with federal assistance provided by the FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS

Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. §§ 3801 et seq. and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR Part 31, apply to its actions pertaining to this Contract. Upon execution of the underlying Contract, Contractor certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying Contract or the FTA assisted project for which this Contract Work is being performed.

In addition to other penalties that may be applicable, Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on Contractor to the extent the Federal Government deems appropriate.

Contractor also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. § 5307, the Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5307 (n)(1) on the Contractor, to the extent the Federal Government deems appropriate.

Contractor agrees to include the above clauses in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.

State Notice Addendum

The National Cooperative Purchasing Alliance (NCPA), on behalf of NCPA and its current and potential participants to include all county, city, special district, local government, school district, private K-12 school, higher education institution, state, tribal government, other government agency, healthcare organization, nonprofit organization and all other Public Agencies located nationally in all fifty states, issues this Request for Proposal (RFP) to result in a national contract.

For your reference, the links below include some, but not all, of the entities included in this proposal:

http://www.usa.gov/Agencies/Local_Government/Cities.shtml
<http://nces.ed.gov/globallocator/>
<https://harvester.census.gov/imls/search/index.asp>
<http://nccsweb.urban.org/PubApps/search.php>
<http://www.usa.gov/Government/Tribal-Sites/index.shtml>
<http://www.usa.gov/Agencies/State-and-Territories.shtml>
<http://www.nreca.coop/about-electric-cooperatives/member-directory/>
<https://sos.oregon.gov/blue-book/Pages/state.aspx>
<https://portal.ehawaii.gov/government/>
<https://access.wa.gov/governmentagencies.html>



Facility Services

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