

Request for Proposal Maintenance Services for City of Stamford

Government Center
888 Washington Boulevard and
Police Headquarters
725 Bedford Street
Stamford CT



March 14, 2019



March 14, 2019

Erik Larson
City of Stamford
Purchasing Department
888 Washington Boulevard
Stamford, CT 06904-2152

RE: Maintenance Services for: 888 Washington Boulevard and 725 Bedford Street, Stamford CT

Dear Erik,

Thank you for your interest in United Services of America, an AffinEco, LLC Company. We are pleased to submit the enclosed proposal to provide maintenance services for you.

AffinEco is a total facilities service contractor. We are an industry-leading provider with a proven 52-year record of outstanding service. We currently serve more than 700 accounts across CT, MA, NJ, NY and RI and have 2,000 employees. We are able to provide you with a complete array of cleaning and maintenance solutions. What's more, we take the time to understand your facility's specific needs and requirements, and work to meet them. Based on your RFP/our recent conversation, our priorities for your facility include:

- **Quality Care:** We conduct routine building inspections that are both electronically and manually documented, plus we track this data. We openly share our documentation and analysis, enabling you to not only review the data captured in real time, but to follow our corrective actions and see our service trends. Additionally, our quarterly review process ensures our constant alignment with your needs and our success meeting them.
- **Management Response:** We know our industry is a 24/7 business, and our references cite timely response and resolution as one of our strengths. We also know communication is key. When an issue arises, first, we acknowledge it, so you know you've been heard. Then, we tell you how we will address the matter. Lastly, we close the loop by making sure you are satisfied with the result. In addition, we recognize that spoken, face-to-face communication is critical on a regular basis.
- **Mixed Use Proficiency:** Our widespread experience with mixed use facilities is your advantage. We know these buildings have unique needs, including often being active during non-traditional hours, and we've learned to design and adapt our cleaning programs to achieve success by fitting your distinct circumstances.

It's important to note, while we are capable of handling any of the cleaning and maintenance challenges common to facilities like yours, we continually develop new procedures to solve them. Our operations teams use a fully integrated, Web-enabled communications system, which gives you a clear picture of how our teams are performing and the status of your building. Here are a few examples of other key strengths that set us apart from the competition:

- **Cutting-Edge Technology:** We regularly seek and adopt new technologies that help us streamline operations and pass on the savings on to you. These tools increase precision and efficiency while reducing paperwork; enable impeccable real-time response to your issues; automate such processes as inspections and reporting; and ensure that the quality of service we deliver to you remains at an optimal level at all times.
- **Synchronized Cleaning:** Our groundbreaking, new janitorial workflow strategy—the Synchronized Cleaning System™ (SCS)—represents a significant departure from the way conventional companies perform. In over 30 million square feet of facilities, we have increased our productivity 25-60% while also improving quality and appearance. The three primary benefits to you are: lower maintenance services costs, reduced energy and water consumption and costs, and improved indoor air quality.
- **Sustainability Expertise:** We began instituting Green Cleaning practices more than a decade ago, and AffinEco was the first provider in the region to become Green Building certified by ISSA. Our Green Cleaning initiatives provide tremendous value to your buildings, to the health of its occupants and to the environment.

We invite you to review the enclosed proposal, which includes more detailed information about our approaches to account management, communications, sustainability, performance assurances, safety and more. Thank you again for your interest in our services. If you have any questions, or I can be of further assistance in any way, please don't hesitate to contact me.

Sincerely,

Paul Senecal

Paul Senecal, CBSE
Managing Partner

TABLE OF CONTENTS

About Us

Company & Management
Company History
Management Profiles
[Organizational Chart](#)

Bid

[References](#)
[Specifications](#)
[Fee Proposal Form](#)
[Pricing Notes & Disclosures](#)
[Signature Page](#)

Required Submittals

Contractor's Statement
Non-Collusion Affidavit
CHRO Employment Information Form
City of Stamford State of Connecticut Contractor Verification (in accordance with Public Act 16-67)
Compliance Affidavit
Certification – Prohibition of Wastes Generated from Oil & Gas Drilling and Extraction Activities

Addendums

1) Safety

Safety Program
[Safety Training Handbook](#)
Security
[Certificate of Insurance](#)

2) Sustainability

Green Cleaning Program
Other Sustainability Practices
Energy Conservation
Water Conservation
Green/Sustainable Equipment and Consumables
Low-Impact Supply Chain
Noise Reduction
[Green Cleaning High Performance Training Manual \(formerly Green High Performance Cleaning Manual\)](#)

3) Operations Addendum

3a) Client/Account Management
Overview

Transition Plan
Transition Schedule
Services
 Nightly Janitorial Services
 Synchronized Cleaning System (SCS)
 Day Cleaning
 Additional/Specialized Services
Sub-contractors
Scope Modifications & Shared Cost-Reduction Plan
Exit Plan

Operations Addendum (continued)

3b) Performance Assurances & Management Controls

Quality Control Process
 Inspections
 [Sample Inspection Report](#)
 Quarterly Review Meetings
 Computerized Maintenance Management System (CMMS)
Performance Metrics
Budget & Inventory Management
[ISSA & CIMS Certifications](#)

3c) Communication

Reporting & Tracking; Emergency Response
[Sample Invoice](#)
[Sample Job Status Report Form](#)

3d) Staffing, Supervision & Training

Selecting & Screening Employees
Managing Employees
 Training Cleaning & Maintenance Staff
 Internal Training Program
 CleanCheck Training System
 Training Managers & Supervisors
Monitoring & Controlling the Workforce

4e) Equipment & Technology

Equipment
 Green/Sustainable Equipment
 Green Consumables
Technology
 TEAM Software
 Kwantek
 SageQuest's Mobile Control

4) Case Studies

Going Above & Beyond for a Client Emergency
Starting Services at Four Sites in One Day
Success Handling a Problem Employee
Taking Sustainability to the Next Level
Managing a Condensed Service Transition

Company History

Your satisfaction is our priority. That is why we at AffinEco continually integrate new technologies and practices to meet your challenges, while making sure our teams are more productive and our processes more streamlined. We are always reviewing our management solutions to increase productivity and customer satisfaction, reduce waste, and give you the competitive advantage. This approach is rooted in our humble beginnings and has remained a constant throughout our 52-year history.

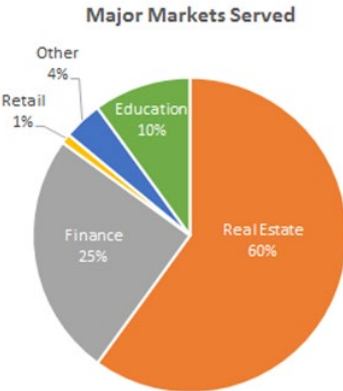
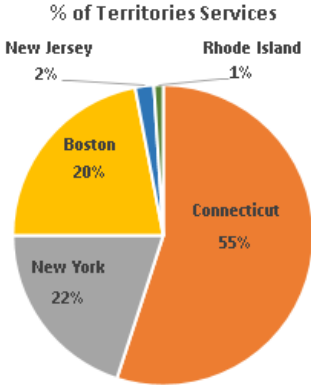
Much has changed in the industry over the past half-century, but our dedication to providing the ultimate customer service experience has not. Our customers are our partners and we dedicate ourselves to providing the most efficient, reliable and cost-effective services.

Today, AffinEco, LLC is well established as a highly reputable, super-regional building services provider in the northeastern U.S. with offices and customers in Connecticut, Massachusetts, New Jersey, New York and Rhode Island, we have a foothold that strengthens our brand and elevates our service capabilities. We continue to raise standards for the industry through our unique commitment to quality, proactive management and customized operating plans.

2012: AffinEco is the first in the region to be certified to the ISSA Cleaning Industry Management Standard (CIMS) and CIMS-Green Building (CIMS-GB). The CIMS certification independently verifies our adherence to rigorous standards that reduce your costs and boost our efficiency. The CIMS-GB certification independently validates our commitment to green and sustainable services and enables us to help you achieve points for LEED.

2015: USA expands service into Rhode Island under the management of its Boston office.

2017: AffinEco’s 2,000 employees are proud to provide customer-focused service for more than 600 accounts comprising 55 million square feet and generating \$55 million in annual revenue.



Management Profiles

In order to support you with the highest level of operations and services, we have retained a staff of executives and team leaders who have an unparalleled scope of experience and knowledge in the cleaning and maintenance industry. And, unlike leaders at the very top of other organizations, all of our senior level management are hands-on and are readily available to you.

Managing Partners

Michael Diamond, CBSE

Michael provides AffinEco with a wealth of resources and a proven history of success. Premier Maintenance and Premier Windows service the commercial market with a team of over 1,000 employees. This foundation provides for a rapid response and full-service support.

Paul Senecal, CBSE

Paul's 17 years in facilities operations and management has provided him with the necessary experience to proactively anticipate and exceed the needs of clients. Paul has designed and implemented many successful service programs, which combined with his ability to communicate clearly with both clients and employees, translates into high customer satisfaction. Paul's commitment to clients is what sets him apart.

Executive Staff

Aramis Cordal, CBSE Chief Operations Officer

Aramis has over 30 years' experience in the industry. He oversees more than 1,900 employees. He graduated from the Uruguayan Navy School and has a Master's degree in Mathematics, Physics and Astronomy.

Gabor Elcsics, CBSE Chief Financial Officer

Gabor has over 20 years' experience in accounting. He has been with AffinEco since 2007. He oversees all the financial aspects of the company. He is a graduate of Iona College, earning a BS in Property and Construction Management.

Frank Cepero, Chief Administrative Officer

Frank has over 30 years' experience in the industry. He directs the management and supporting teams. He graduated from State University of New York with a BA in Business Administration.

Red Team

Jorge Jimenez, CBSE Vice President

Jorge has over 35 years in the industry. He provides service to buildings in Fairfield and Westchester counties. He is a graduate of the University of Atlántico, Colombia and earned a BS in Business.

Eddie Lema, Director of Operations

Eddie has over 35 years' experience in the industry. He oversees the operations and customer satisfaction for several buildings.

Samuel Rodriguez, Director of Operations

Sam has over 10 years' experience in the industry. He provides service to buildings in both New York and Connecticut.

Carlos Nique, Director of Operations

Carlos has over 20 years' experience in the industry providing building services in the tri-state area. He currently oversees accounts in the Westchester, NY and Fairfield, CT counties.

The Affineco Family of Companies
Premier Maintenance, United Services of America, Melillo Maintenance Organizational Chart

Paul Senecal, CBSE Managing Partner
Michael Diamond, CBSE, Managing Partner
USA, PMI, Melillo Maintenance

Gabor Elcsics, CBSE
Chief Financial Officer

Aramis Cordal, CBSE
Chief Operating Officer

Frank Cepero
Chief Administrative Officer

Tim Whitlock
Business Development

Alex Smith
Controller

See Finance

See Administration

Barbara Senecal
Legal Counsel

See Human Resources

Carlos G. Cancel
 CBSE, NY
Vice President
General Manager

Jorge Jimenez
 CBSE, CT
Vice President
General Manager

Nolan Macario
 Massachusetts
Vice President
General Manager

Nelson Hernandez
Vice President
General Manager

Sandino Cifuentes,
 CBSE, CT/Springfield
Vice President
General Manager

Carlos Pena
Dir. of Ops

Carlos Nique
Dir. Of Ops

Jose Bueso
Director of Operations

Ender Alban
Director of Operations

Juan Ramirez
Operations Manager

Romeo Dominguez
Operations Manager

Eddie Lema
Dir. Of Ops

Samantha DeMagistris
Director of Account Services

Rafael Galicia
Assistant Operations Manager
Special Services

Jaime Perez
Area Supervisor
Special Services

Clarence Turner
 NY Area
Supervisor

Sam Rodriguez
Dir. of Ops

Johnny Peguero
Operations Manager

Rosa Vazquez
Director of Operations

Daniel Alvarez
Area Supervisor

Omar Tobon
Area Supervisor

Stephany Florian
Executive Assistant to Aramis Cordal

Andy Ventura
Area Manager

Marta Sequeira
Account Manager

Human Resources Team

Wendy Smart
HR Manager

Hytmer Hernandez
Hiring Coordinator & Compliance

Gloria Tomas
Human Resource Assistant

FINANCE

Arlene Shoemaker
Accounts Payable

Marcia Brown
Accounts Payable

Karen Diamond
Finance Administrator

Dawn Granado
Accounts Receivable

Sandi Fahy
Accounts Receivable

Jenny Utreras
Payroll Administrator

Renee McDonald-Fall
Payroll Administrator

Laura Larocque
Staff Accountant

ADMINISTRATION STAFF

Ada Matos
Executive Assistant To Paul Senecal

Ken Chavez
Quality Assurance Manager

Stacey Cavagnuolo
Executive Assistant to Michael Diamond

Sophia Chung
Receptionist

Jodi Nelson
Estimator

References

1. CBRE
800 Connecticut Ave
Norwalk, CT
Michelle Savino
General Manager
(203) 299-8211
2. Purdue Pharma
201 Tresser Blvd.
Stamford, CT
Robert Piacenza
Associate Director
(203) 588-7050
3. High Ridge Office Park
5 High Ridge Park
Stamford, CT
Jodi Gutierrez
VP of Property
(203) 322-0325
4. WWE
1241 East Main ST
Stamford, CT
Mike Mandulak
Director of Facilities
(203) 352-1050

Bid- Specifications

SCOPE OF WORK

Nightly

1. Check patio on 4th Floor for debris and cleanliness. (GOVERNMENT CENTER)
2. Empty and clean all waste receptacles and replace liners where used and as required. Remove trash, including bulk items such as cartons, etc. (Items must be placed in area specified by tenant or marked "Trash". Do not remove any item not so placed or marked.) Transport and dump all waste into the compactor located in the loading dock area.
3. Sweep and Damp-mop and/or spray-off all resilient flooring, including entrance and lobby flooring. Spot clean stains as necessary.
4. Vacuum area rugs and carpeted areas, moving light furniture and office equipment other than desks and file cabinets. Spot clean as needed.
5. Dust all unobstructed surfaces, INCLUDING WINDOW SILLS.
6. Damp-wipe, clean and polish all drinking fountains and coolers, removing all stains, streaks and smudges.
7. Damp wipe with mild non-abrasive detergent and clean all doors, doorframes, light switches and partitions in common use areas.
8. Dust and clean the interior of elevator cabs.
9. Vacuum elevator corridors, lobbies, and cabs where carpeted.
10. Spot clean entry door glass, lobby glass, elevator doors and mail depository.
11. Check for burned out lights and report it to Building Manager.
12. Report all malfunctions to Building Manager's office on the day or night of discovery.

Weekly

1. Spot clean/wash to remove all fingerprints, smudges and marks from walls, doors, doorframes, partitions, light switches, etc., within reach.

2. Polish and clean door kick plates and thresholds.

Monthly

1. Wipe clean all chrome, aluminum and other bright metal work on exterior façade.
 2. Wash glass display windows, building directories, entrance doors and frames and show windows, both sides.
 3. Damp wipe all base moldings.
 4. Thoroughly wash and clean all waste baskets, and provide plastic liners as necessary.
- #### Quarterly
1. Remove all dust from all ledges, door jams, high partitions, sills, walls, grills, vents, and wall mounted objects, including those items from 80" above floor to ceiling.
 2. Scrub entry floors and wax where applicable.
 3. Thoroughly wipe down and buff elevator lobby walls and doors.

Bi-Annually

1. Dust all venetian blinds and wash interior windows two (2) times a year at direction of Building Manager.
2. Shampoo all carpets once per year at direction of Building Manager.

JANITORIAL SPECIFICATIONS: RESTROOM AND LAVATORIES NIGHTLY

1. Clean and sanitize all urinals, commodes and wash basins making certain to clean under sides of rim of urinals and bowls. Add appropriate quantity of disinfectant to urinals and toilets after cleaning and do not flush.
2. Wash, with detergent-disinfectant, both sides of all toilet seats.
3. Wash with detergent-disinfectant and buff dry all chrome, stainless and brass, and exposed plumbing.
4. Damp-wipe all ledges, toilet stalls, partitions and shelves to remove streaks, stains and smudges with a proper combination lavatory, cleaner disinfectant-fungicide.
5. Clean and polish all mirrors and frames, shelves and enamel surfaces, removing all fingerprints, streaks, and smudges.

6. Damp-wipe with mild non-abrasive detergent all doors and frames, walls, light switches, and glass partitions.
7. Empty and damp wipe all waste containers using proper disinfectant, detergent and germicide combination cleaner. Upon request, provide and insert plastic liners.
8. Empty, remove and sanitize all feminine napkin disposal units.
9. Refill all hand sanitizers, soap dispensers, toilet tissue, towel and sanitary dispensers.
10. Wash lavatory floors using detergent and disinfectant-fungicide.
11. Remove waste to a centrally designated area for disposal.
12. Report to Building Manager any plumbing leaks or fixtures not working properly.

Weekly

1. Wash interiors of trash containers.

Monthly

2. Pour drain cleaner/disinfectant into all floor drains in accordance with manufacturer's directions.
3. Clean and/or polish all door and thresholds.
4. Thoroughly wash with detergent-disinfectant all edges, toilet stall partitions and tile baseboards.
5. Thoroughly wash walls (floor to ceiling) with proper combination cleaner, disinfectant-fungicide.
6. Dusting over 80" to remove deposits from all light fixtures (outside) ledges, moldings, walls, grills, vents, piping, etc.
7. Thoroughly scrub and refinish all resilient floors with a slip-retardant floor finish.
8. Damp wipe all door jams.
9. Damp wipe walls, partitions and shelves to remove streaks, stains and smudges with proper combination lavatory, cleaner disinfectant-fungicide.

Note: It is the intention to keep these rooms thoroughly clean and not to use a disinfectant to kill odors. Where a disinfectant is requested, contractor shall use odorless disinfectant.

JANITORIAL SPECIFICATIONS: STAIRWAYS

Nightly

1. Remove all loose trash.
2. Check for burned out lights and report it to the Building Manager.
3. Spot clean all walls and doors.

Weekly

1. Sweep and damp mop all stairwell treads and landings. Wipe all handrails and balustrades.

JANITORIAL SPECIFICATION: GARAGE AREAS AND LOADING DOCK HALLWAY (GOVERNMENT CENTER AND POLICE GARAGE)

Nightly

1. Inspect all floor areas, stairwells, outside walkways, entrance area, elevator vestibules and ramps to remove cigarette butts, litter, leaves, etc.

Weekly

1. Hand sweep inaccessible areas – steps, walkways and curbs.
Quarterly
1. Damp wipe clean all reachable pipes, railings and ledges.
2. Damp wipe clean all directional signage and lighting.

POLICE STATION JANITORIAL REQUIREMENTS

The successful bidder will be expected to provide the specified custodial services on a schedule that minimizes disruptions to the Police Department activities and is approved by the Chief of Police in advance. Major cleaning tasks (floor stripping/waxing and carpeting shampooing) must be performed after regular work hours.

In addition to cleaning services outlined, the Police Station has a Community Room which will be open to the public from time to time, and be used for Police Commission meetings and press conferences. The room will have approximately 80 folding chairs that the custodians will be expected to set up and remove depending on the function.

Janitorial Services in the following areas shall be provided only during the times stated and only when accompanied by officer assigned to the area:

In the following areas/rooms Custodians will need to be accompanied by an officer assigned to that area.

SPA President Office, Room #352, (7am-3pm)

Pension Office, #253, (9am-3pm)

CSI Evidence Room & Lab, #349 & #350, (7am - 11pm)

Digital Forensics Diagnostic Lab, & Equipment Storage Room, #345 & #346, (7am-3pm)

SRT entire area: #248, 249, 250, 251, 252, (when an officer is available; 7am-11pm)

Evidence Cataloging Room, Evidence Storage Room, Secure Storage Room, & Bulk

Evidence Storage Room, #137, 138, 139, 004, (7am-3pm)

NOC Evidence & Storage rooms, #131 & #130, (8am-12am)

NOC LT Office, #125, (7am-3 pm)

Range Armory/Arsenal, #021, (7am-3pm)

EOD Workshop, Evidence Storage & Storage, #002, 034, 035, (when an officer is available; 7am-11pm)

In the areas/rooms listed Custodians will have limited access during the following hours.

Adult Jail Cells (21 adult cells) (9 am – 11 am)

Juvenile Jail Cells (6 cells) – note – cells can only be cleaned when they are unoccupied.

All other areas not stated above, offices, restrooms, kitchen spaces, locker rooms, open work areas, stairways, lobby, elevators, public areas, shall be cleaned NIGHTLY as specified in Section 2.9 above.

5.0 FEE PROPOSAL FORM: Company Name: United Services of America an AffinEco, LLC Company – page 1

Bidder shall submit separate prices for each facility. Award of contract may be made in total to one bidder. The City reserves the right to award this Bid in total to one or more vendors, as determined by the Purchasing Agent, to be in the best interest of the City of Stamford.

	Government Center			Police Headquarters		
	Cost 1 st Year	Cost 2 nd Year	Cost 3 rd Year	Cost 1 st Year	Cost 2 nd Year	Cost 3 rd Year
Working Supervisor (Day) Police Headquarters only (\$)				\$43,296.01	\$44,389.79	\$44,431.64
Cleaners (Day) Police Headquarters only (\$)				\$75,502.46	\$77,405.53	\$77,478.51
# of Cleaners (Day) to be provided Police Headquarters				4	4	4
Porter/Matron (Day) Government Center only (\$)	\$238,527.39	\$242,970.62	\$246,372.49			
# of Porters/Matrons (Day) to be provided	4	4	4			
Working Supervisor (Night) Govt. Center and Police HQ (\$)	\$21,318.30	\$22,173.65	\$22,489.04	\$23,439.96	\$23,506.45	\$23,528.61
Cleaners (Night) Govt. Center & Police HQ (\$)	\$250,970.13	\$256,330.05	\$260,319.48	\$140,338.73	\$141,618.83	\$141,752.35
# of Cleaners (Night) to be provided at each location	12	12	12	9	9	9
Engineer(s) (\$)	\$345,701.63	\$356,351.69	\$356,598.54	\$336,348.86	\$349,306.71	\$350,457.47
Specify # of Engineer(s)	2	2	2	2	2	2
Fee for Supplies	\$58,619.93	\$60,590.59	\$62,592.59	\$38,975.54	\$39,736.13	\$40,425.73
Alternate 1 – Exterior window washing	\$10,672.00	\$10,992.16	\$11,321.92	\$2,805.00	\$2,889.15	\$2,975.82
Alternate 2 – Power sweep, scrub garage; stripe spaces	\$4,500.00	\$4,635.00	\$4,774.05	\$3,178.60	\$3,273.96	\$3,372.18
Grand Total	\$930,309.38	\$954,043.76	\$964,468.11	\$663,885.16	\$682,126.55	\$684,422.33
Engineer – emergency call- back/extra duty (\$ per hour)	\$123.63	\$127.33	\$131.15	\$123.63	\$127.33	\$131.15
Janitorial – call-back/extra duty (\$ per hour)	\$41.78	\$43.45	\$45.19	\$30.56	\$31.48	\$32.42
				\$663,885.16	\$682,511.35	\$684,422.33

5.0 FEE PROPOSAL FORM – page 2

Company Name: United Services of America, An AffinEco LLC Company

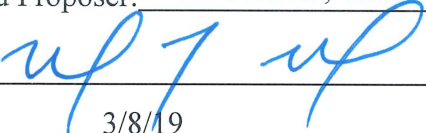
Address: 750 E Main Street, Suite 520
Stamford, CT 06902

DUNS #: _____

Telephone: (203) 878-0638

Email: paul@us-a.com

Authorized Proposer: Paul Senecal, CBSE

Signature: 

Date: 3/8/19

Contact Person: Jorge Jimenez, CBSE

Title: VP General Manager

Email: jjimenez@us-a.com

Note: The undersigned acknowledges that he/she has read and understands the general conditions, specifications, and sample agreement for this RFP and will unconditionally accept same.


Signature

3/8/19
Date

City of Stamford
 Government Center: 888 Washington Blvd, Stamford CT
 and
 Police Department: 725 Bedford St., Stamford CT

Submitted by United Services of America, Inc., an AffinEco LLC Co.

Pricing Notes/Assumptions

- Our pricing is based on getting paid for the current month by the end of that month.
- Government Center: Our pricing does not include a monthly snow removal cost in Task B of the Fee Proposal Form. The Snow removal will be billed separately and according to the following pricing:

Plow Entrances and Exits (2)			
	1"-3"	\$97.75	
	3"-5"	\$161.00	
	5"-7"	\$239.20	
	7"-9"	\$316.25	
	>9"	\$402.50	
	Salting	\$80.50	Per application
Side Walks			
	1"-3"	\$253.00	
	3"-5"	\$379.50	
	5"-7"	\$511.75	
	7"-9"	\$644.00	
	>9"	\$63.25	Price per Inch when greater than 9 Inches.
	Calcium	\$37.89	Per Bag

- Police Department: Our pricing does not include a monthly snow removal cost in Task B of the Fee Proposal Form. The Snow removal will be billed separately and according to the following pricing:

**Snow
Removal**

Rates billed Over 45"

Parking lot / Driveway Rates

1"-3"	\$192.50	
3"-5"	\$308.00	
5"-7"	\$423.50	
7"-9"	\$539.00	
>9"	\$82.50	(per inch plus the 7"-8.9" rate)

A Sand/Salt or pure salt will be applied to the lot upon the completion of our cleaning responsibility for each snow event. The charge is \$192.50 Per Application
 Partial Sanding to maintain roadways during large storms will be charged proportionately to the materials used @\$236.50 per ton

Walkway/Stairs Rates

1"-3"	\$299.20	
3"-5"	\$478.50	
5"-7"	\$657.80	
7"-9"	\$837.10	
>9"	\$107.80	(per inch plus the 7"-8.9" rate)
Ice Melt	\$35.75	per 50lb bag

- The staffing details for Year 1 are as follow: Shift time to be agreed upon by Affineco and the City.

Government Center Staffing

Employees	# of Staff	Shift	Hours per Day	Loaded Pay Rate Yr1
Day Lead	1	7:00am-3:30pm	8	\$30.14
Matron	1	8:00am-4:30pm	8	\$28.83
Porter	2	8:30am-5:00pm	8	\$27.85
Day Engineer				
Day Engineer Lead	1	6:00am-2:30pm	8	\$85.29
Day Engineer	1	8:00am-4:30pm	8	\$80.92
Night Supervisor (Non-Union)				
Night Supervisor (Non-Union)	1	6:00pm-10:00pm	4	\$20.50
Night Cleaners	10	6:00pm-10:00pm	4	\$21.94
Project Cleaner	1	6:00pm-10:00pm	4	\$21.94

Police Department Staffing

Employees	# of Staff	Shift	Hours per Day	Loaded Pay Rate Yr1
Day Lead	1	7:00am-3:30pm	8	\$20.82
Matron	1	8:00am-4:30pm	8	\$19.55
Weekend	2	8:00am-4:30pm	8	\$20.93
Day Engineer				
Day Engineer Lead	1	6:00am-2:30pm	8	\$82.94
Day Engineer	1	2 nd Shift W-F, 1 st Shift Weekends	8	\$78.77
Night Supervisor (Non-Union)				
Night Supervisor (Non-Union)	1	6:00pm-10:00pm	4	\$22.54
Night Cleaners	5	6:00pm-10:00pm	4	\$22.03
Project Cleaner	3	6:00pm-10:00pm	4	\$20.66

- Police Department: Our proposal is focused on the greatest level of success and consistency. It includes non-union wage rates that will limit turnover, allow for full background checks to create a quality work force and higher security for this facility. Our proposal also includes 480 hours per year of project time at overtime rates to avoid disruption to the police department and utilized staff with background check clearance.
- Consumable Supplies: Government Center - We have allocated \$2,721 per month in consumable cost. This is an estimate. Any additional cost will be passed thru to the client.
- Consumable Supplies: Police Department – We have allocated \$1,188 per month in consumable cost. This is an estimate. Any additional cost will be passed thru to the client.

- Landscaping Cost: Government Center – Our pricing does not include the landscaping cost. The monthly landscaping cost is as follows:
 - Year 1 = \$4,056.80
 - Year 2 = \$4,551.73
 - Year 3 = \$5,107.04

- Landscaping Cost: Police Department – Our pricing does not include the landscaping cost. The monthly landscaping cost is as follows: (Labor for any additional work requested is set at \$46.75 per man per hour).
 - Year 1 = \$1633.20
 - Year 2 = \$1,832.45
 - Year 3 = \$2,056.01

- Police Department: Alternate 2 – Power sweep, scrub garage; stripe spaces are priced to be completed on a quarterly basis. We reserve the right to discuss if any changes are requested/required.

- Our pricing is based upon using the city’s existing Hydraulic man lift located on the premises.

- Holiday will be covered by 50% of our day staff.

- All the engineers are priced at 40 hours work week. Any additional work time will be billed separately at an additional cost to the client.

- Police Department: We are bidding non-union. Any wage increases that occur for the union employees in the Government Center will be passed along to the employees in the Police Department at the same time and the same amount.

- Police Department: We have not included the cost of Healthcare for the 2 non-union full-time day staff. If elected by the supervisor, premium costs, less employee contribution to the premium, will be passed through to client.

- The engineers’ work shift will be as follows: Lead Engineer will work 1st shift Monday thru Friday. The 2nd Engineer will work 2nd shift and 1st shift on the weekends.

- We have provided \$1500 in tools allowance the engineers per building.

- Our pricing includes paying Robinson Sepulveda a dollar more than the matron and night supervisor hourly wages.

- The Local 30 Union requires the fees to maintain the engineers current license(s) to be reimbursed. This fee was not disclosed at this time. The cost will be passed thru to the client.

- We can present a Minority Business Enterprise using BME, the cost for this option will be the above plus five percent (5%).

- United Services of America will abide by all union holidays. Any difference in client holidays will be billed as an extra at the Overtime rate. (Note: Holiday pay for Local 30 union employees will be billed at 2X in addition to eight (8) hours of straight time).

- The Local 32BJ cleaning contract expires on December 31, 2019. Therefore, effective January 1, 2020 thru the end of the term, we have kept our pricing flat for wages and union benefits with the exception of certain in-house insurance and payroll tax increases. In this way, we can adjust only for increases attributed to union wage and benefits based upon the new ratified union contract.
- The Local 30 engineering contract expires on December 31, 2020. Therefore, effective January 1, 2021 thru the end of the term, we have kept our pricing flat for wages and union benefits with the exception of certain in-house insurance and payroll tax increases. In this way, we can adjust only for increases attributed to union wage and benefits based upon the new ratified union contract.
- Should there arise a change in density such as the need for an increased number of Contractor's Employees, or a change in the use of Client's space such as from office to medical, the parties shall confer regarding the appropriate change in contract price and conditions. Any changes shall be reduced to writing and signed by both Client and Contractor. The cost of such approved changes or modifications shall be estimated and agreed upon between Client and Contractor in writing. Any new costs of approved changes or modifications shall be retroactive to the time such changes in density or use of space were initiated.
- In the event of any significant changes in statutory tax laws, regulations, or requirements (including, but not limited to the Affordable Care Act and minimum wage), whether of Federal, State or Municipal jurisdiction, which significantly impact pricing, we reserve the right to pass thru these adjustments.
- Payment terms shall be net 30 days. City of Stamford agrees to pay a finance charge of 1-1/2% per month at an annual rate of 18% on all delinquent invoices as well as expenses, attorney fees and court costs which United Services of America, an AffinEco LLC Company may incur by reason of default by City of Stamford.

Bid- Signature Page

This proposal shall constitute a contract between City of Stamford and AffinEco LLC Company. This contract may be cancelled by giving not less than thirty (30) days written notice prior to such termination date, by either party.

It is also agreed that if the State or Federal Minimum Wage is increased while this agreement is in effect, your billing will be increased eighty (80) percent of the increase in the minimum wage over the present rate. Said increase in cost to begin as of the date the adjusted Minimum Wage becomes effective. Also, any increase in payroll related costs, such as FICA, SUI, Worker Compensation, Liability Insurance, will be passed through in full.

In the event this contract is terminated, as herein above provided, it is mutually understood and agreed that there shall be no penalty, financial or otherwise, or any claim for pecuniary damages made against either party herein.

ACCEPTED BY: _____
FOR: _____
DATE: _____
EFFECTIVE DATE: _____

AFFINECO LLC COMPANY

Paul Senecal

Paul Senecal, CBSE
Managing Partner

PLEASE SIGN AND RETURN ONE COPY TO:

AffinEco LLC Company
855 Main Street Suite 900 Bridgeport, CT 06604

Thank You!

Contractor's Statement

Pursuant to Section 103.1 of the Stamford Code of Ordinances, I hereby provide the following:

If a joint venture, trustee, partnership, limited liability company or partnership, the names and addresses of all joint ventures, beneficiaries, partners or members:

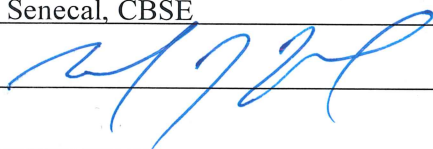
N/A

If a corporation, the names and addresses of all officers, and the names and addresses of all parties owning over 10% of its common stock or over 10% of its preferred stocks. If any of said stockholders is a holding corporation, the names and addresses of all persons owning a beneficial interest in over 10% if the common or preferred stock of said holding company.

Paul Senecal	Michael Diamond
1 Broad Street	67 Howard Street
Stamford, CT 06901	Fairfield, CT 06824

The names and positions of all persons listed hereinabove who are elected or appointed officers or employees of the City of Stamford.

N/A

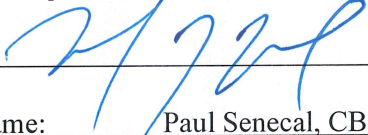
Name of Bidder/Proposer: Paul Senecal, CBSE
Signature of Bidder/Proposer: 
Title: Managing Partner
Company Name: United Services of America, an AffinEco LLC Company
Address: 750 East Main Street-Suite 520
Stamford, CT 06902

Non-Collusion Affidavit

The undersigned, having been duly sworn, affirms and says that to the best of his/her knowledge and belief:

1. The prices in this Proposal have been arrived at independently without collusion, consultation, communication, or agreement with any other Proposer or with any competitor for the purpose of restricting competition.
2. Unless otherwise required by law, the prices, which have been quoted in this Proposal, have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by the Proposer prior to opening, directly or indirectly, to any other Proposer or to any competitor.
3. No attempt has been made or will be made by the Proposer to induce any other person, partnership or corporation to submit or not to submit a Proposal for the purpose of restricting competition.

Name of Proposer: United Services of America, an AffinEco LLC Company

By: 

Print Name: Paul Senecal, CBSE

Title: Managing Partner

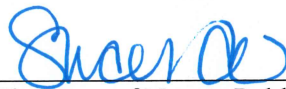
ACKNOWLEDGMENT

STATE OF Connecticut

COUNTY OF Fairfield ss. _____

Date: 3/7/19

Personally appeared Paul Senecal, as Managing Partner of the above-named firm, and attested that the foregoing statements are true and accurate to the best of his/her knowledge and belief.


Signature of Notary Public
My Commission Expires: 7/31/2022

EFFECTIVE: 2/24/09

STACEY CAVAGNUOLO
NOTARY PUBLIC
MY COMMISSION EXPIRES JULY 31, 2022



3) Definition of Racial and Ethnic Terms (as used in Part IV Bidder Employment Information) (Page 3)

<p><u>White</u> (not of Hispanic Origin)-All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.</p> <p><u>Black</u> (not of Hispanic Origin)-All persons having origins in any of the Black racial groups of Africa.</p> <p><u>Hispanic</u>- All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.</p>	<p><u>Asian or Pacific Islander</u>- All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes China, India, Japan, Korea, the Philippine Islands, and Samoa.</p> <p><u>American Indian or Alaskan Native</u>- All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.</p>
--	---

BIDDER CONTRACT COMPLIANCE MONITORING REPORT

PART 1 – Bidder Information

<p>Company Name: United Services of America Street Address: 750 E. Main St- Suite 520 City & State: Stamford, CT 06902 Chief Executive: Paul Senecal & Michael Diamond</p>	<p>Bidder Federal Employer Identification Number: 04-3616001 Or Social Security Number:</p>
<p>Major Business Activity: (brief description) Janitorial & Maintenance Co</p>	<p>Bidder Identification (response optional/definitions on page 1)</p> <p>-Bidder is a small contractor? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> -Bidder is a minority business enterprise? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (If yes, check ownership category) Black <input type="checkbox"/> Hispanic <input type="checkbox"/> Asian American <input type="checkbox"/> American Indian/Alaskan Native <input type="checkbox"/> Iberian Peninsula <input type="checkbox"/> Individual(s) with a Physical Disability <input type="checkbox"/> Female <input type="checkbox"/> -Bidder is certified as above by State of CT? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>Bidder Parent Company: AffinEco, LLC (If any)</p>	
<p>Other Locations in CT: Corporate Office 330 Roberts St (If any) 855 Main Street East Hartford, CT 06108 Bridgeport, CT 06604</p>	

PART II - Bidder Nondiscrimination Policies and Procedures

<p>1. Does your company have a written Affirmative Action/Equal Employment Opportunity statement posted on company bulletin boards? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	<p>7. Do all of your company contracts and purchase orders contain non-discrimination statements as required by Sections 4a-60 & 4a-60a Conn. Gen. Stat.? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
<p>2. Does your company have the state-mandated sexual harassment prevention in the workplace policy posted on company bulletin boards? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	<p>8. Do you, upon request, provide reasonable accommodation to employees, or applicants for employment, who have physical or mental disability? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
<p>3. Do you notify all recruitment sources in writing of your company's Affirmative Action/Equal Employment Opportunity employment policy? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	<p>9. Does your company have a mandatory retirement age for all employees? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>4. Do your company advertisements contain a written statement that you are an Affirmative Action/Equal Opportunity Employer? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	<p>10. If your company has 50 or more employees, have you provided at least two (2) hours of sexual harassment training to all of your supervisors? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/></p>
<p>5. Do you notify the Ct. State Employment Service of all employment openings with your company? Yes <input type="checkbox"/> No <input type="checkbox"/></p>	<p>11. If your company has apprenticeship programs, do they meet the Affirmative Action/Equal Employment Opportunity requirements of the apprenticeship standards of the Ct. Dept. of Labor? Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input checked="" type="checkbox"/></p>
<p>6. Does your company have a collective bargaining agreement with workers? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> 6a. If yes, do the collective bargaining agreements contain non-discrimination clauses covering all workers? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> 6b. Have you notified each union in writing of your commitments under the nondiscrimination requirements of contracts with the state of CT? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	<p>12. Does your company have a written affirmative action Plan? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If no, please explain.</p> <p>13. Is there a person in your company who is responsible for equal employment opportunity? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes, give name and phone number:</p>

1. Will the work of this contract include subcontractors or suppliers? Yes No

1a. If yes, please list all subcontractors and suppliers and report if they are a small contractor and/or a minority business enterprise. (defined on page 1 / use additional sheet if necessary)

1b. Will the work of this contract require additional subcontractors or suppliers other than those identified in 1a. above? Yes No

PART IV - Bidder Employment Information

Date:

JOB CATEGORY*	OVERALL TOTALS	WHITE (not of Hispanic origin)		BLACK (not of Hispanic origin)		HISPANIC		ASIAN or PACIFIC ISLANDER		AMERICAN INDIAN or ALASKAN NATIVE	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Management	24	2		2		18		1	1		
Business & Financial Ops	3	2				1					
Marketing & Sales	2	1	1								
Legal Occupations											
Computer Specialists											
Architecture/Engineering											
Office & Admin Support	19		5		1	2	9		2		
Bldg/ Grounds Cleaning/Maintenance	1,604	125	98	185	143	558	435	28	32		
Construction & Extraction											
Installation, Maintenance & Repair	1					1					
Material Moving Workers											
Production Occupations											
TOTALS ABOVE	1,653	130	104	187	144	580	444	29	35		
Total One Year Ago	1,572	110	99	150	156	555	433	26	43		
FORMAL ON THE JOB TRAINEES (ENTER FIGURES FOR THE SAME CATEGORIES AS ARE SHOWN ABOVE)											
Apprentices											
Trainees											

*NOTE: JOB CATEGORIES CAN BE CHANGED OR ADDED TO (EX. SALES CAN BE ADDED OR REPLACE A CATEGORY NOT USED IN YOUR COMPANY)

1. Which of the following recruitment sources are used by you? (Check yes or no, and report percent used)				2. Check (X) any of the below listed requirements that you use as a hiring qualification (X)		3. Describe below any other practices or actions that you take which show that you hire, train, and promote employees without discrimination
SOURCE	YES	NO	% of applicants provided by source			
State Employment Service	<input type="checkbox"/>	<input checked="" type="checkbox"/>		X	Work Experience	
Private Employment Agencies	<input type="checkbox"/>	<input checked="" type="checkbox"/>		X	Ability to Speak or Write English	
Schools and Colleges	<input type="checkbox"/>	<input checked="" type="checkbox"/>			Written Tests	
Newspaper Advertisement	<input type="checkbox"/>	<input checked="" type="checkbox"/>		X	High School Diploma	
Walk Ins	<input checked="" type="checkbox"/>	<input type="checkbox"/>			College Degree	
Present Employees	<input type="checkbox"/>	<input checked="" type="checkbox"/>			Union Membership	
Labor Organizations	<input type="checkbox"/>	<input checked="" type="checkbox"/>		X	Personal Recommendation	
Minority/Community Organizations	<input type="checkbox"/>	<input checked="" type="checkbox"/>			Height or Weight	
Others (please identify)	<input checked="" type="checkbox"/>	<input type="checkbox"/>			Car Ownership	
AffinEco Website	<input checked="" type="checkbox"/>	<input type="checkbox"/>		X	Arrest Record	
	<input type="checkbox"/>	<input type="checkbox"/>			Wage Garnishments	

Certification (Read this form and check your statements on it CAREFULLY before signing). I certify that the statements made by me on this BIDDER CONTRACT COMPLIANCE MONITORING REPORT are complete and true to the best of my knowledge and belief, and are made in good faith. I understand that if I knowingly make any misstatements of facts, I am subject to be declared in non-compliance with Section 4a-60, 4a-60a, and related sections of the CONN. GEN. STAT.

(Signature) 	(Title) Managing Partner	(Date Signed) 3/7/2019	(Telephone) (203) 878-0638
--	-----------------------------	---------------------------	-------------------------------

City of Stamford
State of Connecticut Contractor Verification (in accordance with Public Act 16-67)

Compliance Affidavit

I, the undersigned, personally and on behalf of United Services of America, having
(Contractor)
been duly sworn, affirm and say that I have read, understand and am in compliance with Public Act 16-67 Concerning the Disclosure of Certain Education Personnel Records, Criminal Penalties for Threatening in Educational Settings and the Exclusion of a Minor's Name from Summary Process Complaints, and that neither I nor said Contractor, to the best of my knowledge, is in possession of any information indicating a finding of abuse or neglect or sexual misconduct, or otherwise have knowledge of such a condition(s) for any employees working on the project identified in RFQ/RFP or Bid S- 769. Further, if I or said Contractor
(RFQ/RFP or Bid Number)
become aware of any information indicating such a finding, or otherwise gain knowledge of such a condition, I and/or said Contractor will immediately forward such information to the City of Stamford.

Contractor Name: United Services of America, an AffinEco LLC Company

Street Address: 750 Main St-Suite 520

City, State, Zip: Stamford, CT 06902

Title of person completing this form: _____

Signature: 

Printed Name: Paul Senecal, CBSE

Date: March 07, 2019

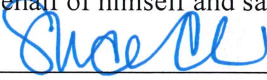
ACKNOWLEDGMENT

STATE OF Connecticut

COUNTY OF Fairfield ss. _____

Date: 3/7/19

Personally, appeared Paul Senecal as Managing Partner
of the above-named Contractor, and attested that the foregoing statements are true and accurate to the best of his/her knowledge and belief on behalf of himself and said Contractor.


Signature of Notary Public

My Commission Expires: 7/31/2022

STACEY CAVAGNUOLO
NOTARY PUBLIC
MY COMMISSION EXPIRES JULY 31, 2022



CITY OF STAMFORD CONNECTICUT

CERTIFICATION FOR BIDS, RFQ and RFP

**PROHIBITION OF WASTES GENERATED FROM OIL & GAS DRILLING AND
EXTRACTION ACTIVITIES**

Pursuant to City of Stamford Ordinance No. 1241 Supplemental, Prohibiting Wastes Generated from Oil and Gas Drilling and Extraction Activities, if the goods/services contemplated pursuant to this Agreement involves the construction or maintenance of any publically owned and/or maintained road or real property within the City, or involves the purchase or acquisition of materials to be used to construct or maintain any publically owned and/or maintained road or real property within the City, the Contractor shall complete the following statement:

"We United Services of America, an AffinEco LLC Company hereby submit a bid for materials, equipment and/or labor for the City of Stamford.

The bid is for bid documents titled:

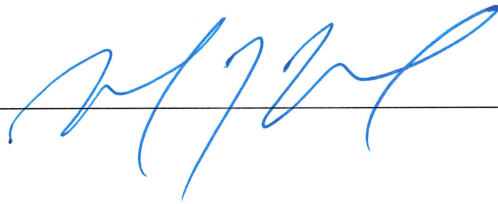
No 769

We hereby certify under penalty of perjury that no natural gas waste or oil waste will be used by the undersigned bidder: or any contractor, sub-contractor, agent or vendor agent in connection with the bid; nor will the undersigned bidder or any subcontractor, agent or vendor agent thereof apply any natural gas waste or oil waste to any road or real property within the City of Stamford as a result of the submittal of this bid if selected."

03/07/2019

Date

Signed



Paul Senecal, CBSE

Print Name

United Services of America, an AffinEco LLC Company

Company

750 E. Main St, Suite 520, Stamford, CT 06902

Address

Safety Program

AffinEco knows safety is among your topmost priorities, as it is for us, so we pursue it with the same vigor that we pursue our goals for growth and profitability. Accordingly, we have a comprehensive and exacting safety program of integrated policies, procedures and practices that ensure continual attention to the welfare of both your building occupants and our employees.

Our safety programs work. With each new strategy we implement, we experience a reduction in incidents. In fact, our insurance company tells us it's unseen in our industry to have a rate of incidents per employee as low as ours. They evaluate our safety experience, commitment and performance so favorably, that they give us one of the lowest "modification rates," or "MOD rates," in the industry. Ours is .65, which means for every insurance dollar charged, we pay 65 cents. And that reduces our premiums, which means more savings we can pass on to you.

The key elements of our safety program include:

- ✓ Education and Training
- ✓ Motivation and Incentives
- ✓ Prevention Guidelines and Processes
- ✓ Rules and Regulations
- ✓ Committees, Monitors and Inspections
- ✓ Equipment and Protective Clothing

We want to highlight just two of these elements:

1. *Education and Training*

We know every client has unique safety concerns. We work with you to gain a full understanding of your needs and customize safety training for employees who work in your facility in order to meet your requirements.

In addition, all AffinEco employees receive our standard Safety Training Handbook upon hire and are expected to read and understand its contents, which range from slip and fall prevention to fluids cleanup to elevator and ladder safety. Each new employee also goes through an in-depth safety orientation and training prior to his/her start date.

Further, our supervisors and safety managers provide staff with ongoing instruction on specific safety principles and techniques. This includes on-the-job instruction and routine follow-up on such topics as:

- First Aid
- Hazardous Chemical Communications
- Emergency Evacuation
- Defensive Safe Driving
- Drug and Alcohol Abuse Recognition and Response
- Material Handling
- Fire Prevention and Protection
- Good Manufacturing Practices (GMP)

2. *Safety Motivation and Incentives*

We actively promote and maintain an interest in safety on a routine basis in various ways, such as:

- **Safety Bingo:** Every day, a safety message is delivered to each employee when he/she clocks in via our telephone timekeeping system, and each message is tied to a Safety Bingo number. The program is designed to help focus staff attention on safety issues in a way that's fun and that offers the chance to win prize money.
- **Safety Milestones:** We take the time to call attention to and celebrate achievements like incident-free periods of time, specific contributions to building occupant safety and individual acts that spotlight the benefits of safe work.

For a closer look at some of the standard safety resource material we provide to our employees, please review our Safety Training Handbook.

2019 Edition

***AffinEco LLC
Company Safety
Training Handbook***



Safety & Health Policy

AffinEco LLC is committed to having a workplace that maintains the highest possible standard of safety, health, and wellbeing for all of our employees. Our goal is to maintain a workplace that is free of hazards, and a workforce that is highly trained in the safest work methods, so that we can reduce accidents and injuries to an absolute minimum.

We believe in these goals with such conviction, that we will pursue them with the same vigor that we pursue our goals for growth and profitability. We have an excellent safety program for our people, and we will provide our employees with the best financial rewards and incentives to help accomplish our safety goals.

All that we ask from our employees is that they help us maintain these high safety standards by being receptive to our training efforts, and by following our safety rules. In this way we become partners in maintaining the safest possible workplace, and in reducing accidents and injuries to a minimum.

Environmental Policy

AffinEco LLC believes that it has a responsibility to protect the environment and its resources. To that end we have initiated these company practices:

- 1. Aerosol dispensers should be compatible with our desire for clean air. Ingredients known to deplete ozone, like CFC's, will not be used. Other ingredients will also affect our choice for use, utilizing the most effective materials with the least environmental impact.***
- 2. All environmental regulations governing the storage, use, and disposal of materials will be followed. This includes disposal of regulated materials by evaporation, dumping into sanitary sewers, landfill, or runoff.***
- 3. AffinEco LLC will strive to reduce and eliminate waste in its operations, including any materials, time, packaging, labor, energy, or other resource.***
- 4. All Environmental Policies and Rules of our customers will be followed by AffinEco LLC at each location that we serve.***
- 5. Any Notification Requirements of our customers for Spills or other Emergencies will be followed by AffinEco LLC at each location that we serve.***
- 6. When necessary, the use of new materials or changes in equipment will be first cleared with our customer when that use involves environmental impact, such as the indoor use of LPG-powered equipment.***

AffinEco LLC's Environmental Policy will be followed by all Company employees, supervisors, and managers. It will also be a requirement of any subcontractors that they follow our Environmental Policies and any additional EMS Policies of our customers. This policy will be reviewed and modified by AffinEco LLC corporate headquarters as needed.

01 - ACCIDENT REPORTING

1. All accidents and injuries must be reported immediately to your Supervisor. Even small accidents or injuries that do not require medical treatment must still be reported.
2. You should tell your Supervisor in person first, (or by phone if not immediately available) about the accident. If, for some reason, your Supervisor is not available, or on vacation, then you must report to the next higher manager. If you have difficulty, then call the Corporate Safety Department from the numbers listed below.
3. Accident Reports must be filled out both by the Supervisor and the Employee. The Supervisor or lead person at each account must insure that these reports are completed.
4. Some shifts may not have a supervisor or lead person to complete accident forms and call in accidents to the hotline below. Some examples are where there is only a day porter or day matron present. In these cases, it will be the responsibility of the Area Manager or Operations Manager to insure that the employee present has been trained in accident reporting procedures.
5. The Supervisor will report the accident promptly to the Safety Department by calling (203) 878-0638, [1 800 972-4079 long distance] and dialing extension 203 for the personnel director. If an accident occurs at night, it must be put on the answering service at the above number on the same night.
6. If someone falls in a building, offer help first. Then contact your Supervisor and the Safety Department immediately so that a full investigation can be made. Take names if there were any witnesses present. Even if the person says that he is not hurt, the accident must still be reported and investigated. Sometimes a person who was not hurt may later decide to get a lawyer and try to obtain money. We will almost certainly want to take pictures of the area right away with the portable cameras.

MEDICAL TREATMENT & MAINTAINING YOUR PAYCHECK

1. First Aid will be provided to any employees injured on the job, and outside medical care will be provided, when needed. All employees treated at an outside clinic will also be tested for the presence of controlled substances and alcohol. There will be no exceptions to this rule. If the employee decides later to go to a doctor of his or her own choosing, a drug and alcohol test must still be given by An AffinEco LLC authorized clinic within 24 hours.
2. AffinEco LLC will make every effort to return employees to work after an accident or injury. We will pay for any medical bills associated with the injury. We work closely with the medical professionals to give your "light" or "limited" duty, so that you do not have to miss any work or any pay! Medical experts now realize that a lack of activity does not promote healing.
3. If you are not satisfied with the care you are getting following an injury, call the Personnel Director at the following number:

Connecticut: (203) 878 0638 Extension 203
Long Distance (800) 972-4079 Extension 203

If no answer Leave a message and also tell the phone number and time and when you can best be reached.

02 - SECURITY

1. Employees must report to their workstation at their designated start time wearing the required uniform or attire for the job. Employees who are not properly dressed, or do not have the required safety wear can be sent home.
2. When facility keys or key cards are issued to employees, they must not be lost or misplaced. When these entry keys or cards fall into the wrong hands, they can be used to steal or destroy property. If we lose a key or especially a master key, the facility may decide to replace all of the door locks in the whole facility, to make sure that the person who found the key cannot get in. This can cost as much as \$30,000.00, and AffinEco LLC will have to pay the full cost! Keys are important. Take care of them. Losing a key is a serious offence. You may be required to pay any costs for a lost key.
3. When doing our job, we sometimes have to enter locked doors. Some doors may always be left open. It is very important to always lock the doors that are supposed to be locked when we are finished doing our work there. Failing to lock a door will allow unauthorized people to enter and steal. Some people might steal computers, phones, or other valuables if we do not lock the doors that we are supposed to. AffinEco LLC will have to pay for any property stolen or damaged because of an unlocked door.
4. AffinEco LLC employees may not allow pets, relatives, spouses, children, or other guests, or strangers to enter any building where you are working. It is not permitted to use a key or pass card even to allow the entry of people we believe are regular employees of the facility. If they need in, they will have their own access key or card or method of getting in if they lose their card. Unlawful entry can lead to violence, theft, or terrorism and danger to our people, our customers, and their property. Breaking this rule may lead to termination.
5. If you see any suspicious person that you do not believe is authorized to be present, report this to your Supervisor at once. Report such strangers to security also if there is a security force present.
6. You are not allowed to be in areas where you are not required to work. Your presence in these areas is a serious violation of company rules that may result in termination.
7. AffinEco LLC has the right to inspect persons and property when leaving our facility or the facility where we are working. Sometimes this practice may become necessary to control theft. Theft is reason for immediate dismissal.
8. The unauthorized use of phones, computers, or copying machines throughout the facility is prohibited. Phones and computers leave records about the use. Using these items without permission is considered to be theft, and may result in immediate termination.
9. You are not allowed to use vehicles, forklifts, bikes, golf carts, or any other machines belonging to the facility, unless you are authorized to do so. Violation of this rule will be considered as theft.
10. Do not open any drawers or files or cabinets that do not belong to AffinEco LLC. If you encounter a drawer that is already open, it is best to work around it, leaving it open. If someone sees you closing it, they may think that you are stealing.

11. Some facilities may have additional security rules to protect their property and employees. Failure to follow any of our customer's rules may also result in termination.
12. If you find any jewelry, coins, office supplies, or any property on the floor while you are cleaning, you must turn it in to your supervisor. You may not keep it.
13. You may not even remove any property from the trash containers at a facility where we are working. Some people may try to "hide" property in their trashcan, and then steal it later, while they are taking the trash out. The safest policy is AffinEco LLC's policy to take nothing from the facility, not even trash. That way we can never be accused of stealing.
14. Because janitors often work while few other employees are present, and have access to most areas of a facility, we often may come under suspicion if something is missing. Sometimes it may be necessary to take a polygraph to prove that we are innocent. Submitting to a polygraph if it becomes necessary is a condition of employment at AffinEco LLC. Refusing a polygraph would make you look guilty even if you were innocent.
15. ***Any employee caught removing any property from a desk, office, or building will be immediately terminated and prosecuted to the fullest extent of the law. At AffinEco LLC we simply do not tolerate theft of any kind.***

03 – SLIP-FALL PREVENTION

1. Whenever someone falls in a building, the janitor is usually blamed. That is because we are responsible for floor care. But when you have done your job as we lay out for you in this chapter, you will not be blamed by us. Some people fall because they are in a hurry, or because they are not paying enough attention. Your job is to be sure and follow all of our rules.
2. Always use wet floor signs when you mop. The wet floor signs should be set out just before you actually begin mopping. You must have a sign at every entrance to the area that you are mopping.
3. The WET FLOOR signs must stay out until the floor is dry.
4. Your Supervisor will let you know what the best schedule is for mopping, but usually it is done when there are the fewest people in the building or the least traffic.
5. Always use WET FLOOR signs, even when no one is in the building. There can be security people, construction workers, or other people who may return to work briefly to pick up something they had forgotten.
6. When there is rain, ice, or snow that is getting tracked in, always put out WET FLOOR signs. If there are extra floor mats available, make sure that the wet ones are replaced with dry mats as they get wet. If there are not enough replacement mats, using a carpet extractor can help keep the mats dry.
7. When ice-melting salts have been used outside, some of the salt may get tracked in, leaving a slippery film on the floor. This film can be removed by mopping with warm water, although a neutralizer in the water will work even better.

8. If you are doing waxing or wax stripping, you must keep people off that area of the floor altogether. You should use DO NOT ENTER tape, or signs that say "DO NOT ENTER HAZARDOUS FLOOR SURFACE". Barricades and fences are also ideal. Wet waxes are slick, but nothing is worse than a floor with wax stripper on it.
9. Put the DO NOT ENTER tape up just before you start. The tape should surround the whole area where the work will take place. Or you can put it across each doorway that opens into the area. Put the tape at chest level (about 4½ feet off the floor) where it will be seen easily. Put the tape across the doorway so that an opening door will not break it.
10. Leave the tape up until the wax is stripped and the floor is dry or until the fresh wax is dry.
11. ***Failure to use wet floor signs at all entrances to the area you are mopping will result in discipline, up to, and including termination.***
12. ***Failure to use the required warning signs or tape at all entrances to the area you are stripping or waxing will result in discipline, up to, and including termination.***

04 - Material Hazards or HAZCOM

1. All cleaning chemicals or materials that we use must have a label. Never remove the label from any container.
2. The label must have the following information on it:
 - a. The name of the hazardous chemical(s) involved. (For example, in some window cleaners the hazardous chemicals would be ammonia and isopropyl alcohol)
 - b. The name and address of the manufacturer
 - c. The type of physical or health hazard that is present. (For example: it can burn your eyes, or it is flammable, or it can cause kidney damage).
3. If a container does not have a label, do not use it. Report it to your supervisor.
4. If you must transfer material from a bulk container to a smaller container like a spray bottle, this bottle must have a label also. If you do not have a label, then one must be made. It must contain all of the information listed in item number 2. It must be easy to read, and should be replaced if it smears or wears out.
5. You may not bring any cleaning materials from home. The only materials that we can use are those that AffinEco LLC supplies, or those that the facility provides specifically for us. All of these approved materials should be listed in the MSDS book.
6. Never mix cleaning materials together. Mixtures can be explosive and liberate poisonous gas. Never mix bleach with ammonia or wax strippers.

7. There are some helping symbols that may be found on a label. They give us some idea about how harmful a hazard might be. With most of these symbols, 4 means the most harmful hazard 3 is still quite harmful, 2 is less, 1 means a mild hazard, and 0 means that there is no hazard present.
8. Most of the label symbols use a color code to indicate what type of hazard is present. Usually the code reads: Red for Flammability, Blue for health, and Yellow for Reactivity (Does this chemical react easily with other chemicals)

See examples:

- 0 for flammable means it will not burn
- 4 in flammable means it burns very easily
- 1 in Health is mild like causing skin redness
- 3 in health means quite harmful

9. MSDS stands for Material Safety Data Sheet. The MSDS contains much more detailed information about material hazards than a label does. The MSDS will tell physical properties like whether the product is flammable. It will tell what PPE is required for use of the material. It will tell all about any health hazards. It will give environmental and spill information. There must be an MSDS Book at each job site that lists the cleaning materials that are used at your location.
10. If a material is not listed in the index of your MSDS book, then it may not be used on the job. If you believe that you must have a different, unlisted material, then your Supervisor will contact the Operations Manager. After the Operations Manager has reviewed and approved the MSDS for the new product, he must submit a **New Material Application Request**. If the Director of Operations approves the request, it will be submitted to the Safety Department. The material may only be used if the Safety Department also approves it.
11. Training about material hazards comes from the Safety Film that is shown to all new employees, and reviewed annually. It also comes in the form of Toolbox Talks or monthly safety topics reviewed in a Safety Meeting at each account. It also comes from listening to or reading the minutes from the monthly Safety Committee meeting. Training also comes Safety Posters, from your Supervisor, and the daily slogans of the Safety Bingo game.
12. Most of the materials used in this business are simple cleaning materials that are not much more harmful than the dishwashing soap that you might use at home. They might cause the most sensitive skin to turn red, or burn if they got in your eyes.
13. A few materials are quite hazardous. One of the more hazardous is any kind of floor **wax stripper**. When the stripper is applied to the floor, it becomes very slick and it is difficult to stand without special shoes. Always use signs, barricades or tape that says "Do Not Enter" to keep people out of an area where stripper is to be applied. It is a caustic (like ammonia) and can burn or even eat through your skin if not washed off. If it soaks in your shoes or socks and sits against your skin for 15 minutes to an hour, it will cause burns. Always wear safety glasses with these products, and rubber gloves. If you splash any on your skin, clothes, or eyes, wash it out immediately with plenty of water.
14. Another hazardous material is any kind of **toilet bowl de-limer** used for taking the yellow stains out of toilets. These materials contain acid. The phosphoric or hydrochloric acid present can also

burn your skin and damage your eyes. Use gloves and safety glasses. If you splash any on your skin, clothes, or eyes, wash it out immediately with plenty of water.

15. Be aware that some aerosol spray cans may contain flammable materials. Some furniture polishes may be extremely flammable. You should not be smoking on the job, not should you ever use flammable products around candles, smoking materials, or other ignition sources.
16. Furniture polish and stainless steel polish can be very hazardous if the spray is allowed to get on the floor or carpet. Always spray these materials directly on the cloth, holding the cloth over your brute, to keep the spray off the floor. With this spray on your shoes, you could fall quickly when you step on a tile floor.
17. Bleach is not normally used at most accounts because a few drops can destroy thousands of dollars' worth of carpeting. If you find this material in your area, report it to your supervisor.
18. If you need more information about the hazards of any material that you work with, ask your Supervisor. You may also ask your Supervisor to see the MSDS information for any product.
19. This company also has a Written HAZCOM Program that tells just exactly how we are going to handle labels and MSDS, and how employees will be trained to know about all these things. You also have the right to look at our Written Program if you desire.

05 - PPE OR PERSONAL PROTECTIVE EQUIPMENT

1. Each facility and area will have a distinct policy for the wearing of Personal Protective Equipment, or PPE. Some examples of PPE are safety glasses, rubber gloves, hard hats, steel toe shoes, etc. Make sure that you follow the PPE requirements of your facility and your area.
2. More specific information regarding the use of PPE can be found in some of the chapters of this book like "Bloodborne Pathogens" and "Material Hazards". Further details may also be found in written programs like "Aerial Work Platforms", "Hearing Conservation", or "Respiratory Protection". You may also learn more about the proper use of PPE from your Supervisor. If you do not understand how to fit and wear your PPE, the supervisor will help you.
3. Safety Glasses and rubber or plastic gloves are always required in any facility for restroom cleaning.
4. When you take off a pair of the disposable rubber or plastic gloves, make sure that you are careful to turn them inside out, not touching the outside of the glove. This keeps you from being contaminated with biohazards or chemicals. Always wash your hands after removing these gloves.
5. Do not wear safety glasses riding up above your forehead. They are meant to protect your eyes. Keep them over your eyes.
6. Some facilities (usually manufacturing sites) require hard hats in some areas. For all areas where they are required, all employees must wear hard hats. Hard hats should be worn with the brim or bill facing the front, as they were designed.

7. Some facilities (usually manufacturing sites) require steel-toed safety shoes or boots. You will not be allowed to work without this required equipment.
8. Some facilities may require hearing protectors to prevent loss of hearing. Follow all rules regarding their use. Get more information from the Hearing Conservation Film.
9. This company does not supply back supports. NIOSH research does not support the theory that back supports reduce injuries. Back supports are allowed when authorized by a licensed medical practitioner. In these cases, the employee would be responsible the cost.
10. The Safety Department does not allow the use of Respirators by any employee without specific authorization. A written respiratory protection program is first required, including a medical fitness determination, fit testing, and training as described in the written program. Such a program must be written for a specific location and specific use before using a respirator. If you have any questions about respirators that your Supervisor cannot answer, contact the Safety Department.

06 - BLOOD, VOMIT & BODY FLUIDS

1. In some accounts, our employees clean up blood and vomit. In other accounts, our employees do not. Find out from your Supervisor what the policy is at your account. *[The procedures that follow are for those accounts that do clean up blood or vomit]. Always follow the proper procedures for your location.*
2. Always wear PPE (Personal Protective Equipment) when you encounter blood, vomit, or other body materials. The minimum PPE required for this work is **safety glasses & rubber gloves**.
3. **Universal Precautions** will be used around any blood or body material spill. Universal Precautions means that any blood or body material will be treated by us as though we are certain that it contains dreadful diseases like AIDS or Hepatitis B. No matter how clean someone may look, use universal precautions with their blood or body materials.
4. Always wear PPE when cleaning restrooms. The minimum PPE that must be worn is **safety glasses** and **rubber gloves**.
5. Never allow blood, vomit, or other body materials to touch your skin. If you become contaminated, or you are stuck with a needle from a syringe, contact your Supervisor immediately. The supervisor will need to schedule you for medical care.
6. Never stick your hands into a trash container, and do not let trash bags bump against your body. There could be a hidden needle in there. Use a small waste can to tamp trash down.
7. It is important not to contaminate yourself with germs. Even with rubber gloves on, you cannot rub your eyes, nose, or put your fingers to your mouth. The germs could easily gain access to your body from these contacts. For this reason, when you are cleaning restrooms, you may not eat, apply make-up, or smoke.
8. In a few of our accounts you would be more likely to encounter blood, such as medical offices or medical research facilities. At those locations, you may be offered a Hepatitis B vaccination.

Vaccinations are not mandatory, but you will have to sign a waiver if you refuse the shots. Your Supervisor will inform you if Hepatitis B shots are required for your location.

9. Always wash your hands after you take off rubber gloves. Washing provides an extra measure of safety if you picked up contamination as you removed the gloves, or you had a pinhole in them.
10. Never stick your hand in a bag for sanitary napkin disposal.

07 - VOMIT CLEAN-UP PROCEDURES

1. Materials needed for clean-up: safety glasses, rubber gloves, mop bucket, WET FLOOR SIGN, dustpan, cloth or broom, paper towels or other absorbent, 2 small clean trash bags.
2. Guard the spill. Put up a temporary barricade like a chair until you can get a "WET FLOOR SIGN" and clean-up equipment. Wait until you can get someone else to guard it if you cannot make a temporary barricade. Then put up WET FLOOR signs.
3. The supervisor will be notified, and investigate the spill. If there is any evidence of blood in the spill, the Supervisor will take charge of it. The supervisor may direct another employee in the actual clean up.
4. Universal precautions should be used with all spills from the body.
5. If no blood is present, the spill may be cleaned up without the use of biohazard bags. Red bags are only required for blood. (Some facilities may have special bags for all body fluids).
6. An absorbent like kitty litter or paper towels may be put over the spill to absorb the excess liquid.
7. Then the spill may be pushed with a mop, cloth, or broom into a dustpan.
8. The dustpan can then be emptied into a small trash bag. Discard paper towels in the bag also. Seal the bag by tying it in a knot.
9. Take the sealed bag and place it inside of another bag. Tie it in a knot also.
10. After the solid material has been double-bagged, the floor should be mopped. If the spill was on carpet or fabric, the spot should be wiped with a damp cloth, or an extractor can be used.
11. As soon as the floor has been mopped, the trash bags may be taken directly to the dumpster. Do not deposit these bags in regular waste cans or brutes. (Other waste may break the bag).
12. Dump the mop water, and wash out your mop and rags.
13. Then remove your gloves near the sink and wash your hands.
14. A record of the spill and the employees who cleaned it up should be kept in the Supervisor's log. If the identity of the sick person was known, that should be recorded too. The record should also detail the building, time, and location of the spill.

08 - BLOOD CLEAN-UP PROCEDURES

1. Some facilities may have a policy that **AffinEco LLC** does NOT handle blood spills. They may have security respond to the spills, or they may even use a HAZMAT team. In any case where a facility has a policy that conflicts with this policy, the facility policy shall prevail over this one. It is the responsibility of the local cleaning staff to be aware of the blood spill policy of the facility where they work, and to follow that policy.
2. Materials needed for clean-up: safety glasses, rubber gloves, mop bucket, WET FLOOR SIGN, cloth, paper towels or other absorbent, pack of 2 biohazard bags, and Envirocide®.
3. Guard the spill. Put up a temporary barricade like a chair until you can get a “WET FLOOR SIGN” and clean-up equipment. Wait until you can get someone else to guard it if you cannot make a temporary barricade. Then put up WET FLOOR signs.
4. The supervisor (or senior employee) will investigate and take charge of the spill. Any semen, vaginal fluid, embryonic fluid, spinal fluid, flesh or organ tissue, or other unknown body material will be treated as blood. The supervisor may direct another employee in the actual clean-up. That way the new employees will have someone to direct them, and will be safe.
5. Red biohazard bags will be used with the materials listed above. (They are not required for vomit, urine, human waste, and saliva).
6. Universal Precautions will be used around a blood or OPIM spill. [Rubber gloves and safety glasses will be used and the blood will be regarded as though it were laden with disease].
7. Biohazard bags are not required for soiled feminine napkins (at most facilities). But use universal precautions, PPE, and never stick your hand into a feminine hygiene waste container.
8. Envirocide is applied directly to the spill to decontaminate the blood. Apply an amount of Envirocide that is equal to the amount of blood.
9. Let the decontaminating envirocide solution stand for 10 minutes to neutralize the pathogens in the blood. Stay with the spill during this time.
10. After the 10 minutes an absorbent like kitty litter or paper towels may be put over the spill to absorb or blot up the excess liquid.
11. Then the spill may be pushed with a mop, cloth, or broom into a dustpan.
12. The dustpan can then be emptied into a red biohazard bag. Discard paper towels in the bag also. Seal the bag by tying it in a knot.
13. Take the sealed bag and place it inside of another bag. Tie it in a knot also.
14. After the material has been double-bagged, the floor should be mopped. Use a little more Envirocide to clean up the floor. If the spill was on carpet or fabric, the spot should be wiped with a damp cloth, or an extractor can be used.

15. As soon as the floor has been mopped, the red biohazard bags may be removed. At sites with a biohazard collection area, the bags should be taken there. At all other sites, they should be taken to the janitor's closet and placed in a protected area. Do not put these bags in the dumpster! They must only be removed by a Biohazard waste hauler.
16. Dump the mop water, and wash out the soiled mop and rags.
17. Then remove your gloves by a sink and wash your hands with soap and water. The gloves can be discarded in the trash.
18. Notify Security (or Facility Management) that you have red bags for their disposal. Put on a clean pair of gloves if you handle them again. Surrender the biohazard bags to them. Do not transport these bags in your car. That is illegal. Do not put them in a dumpster or with regular trash.
19. Then remove the clean gloves near the sink and wash your hands with soap and water.
20. A record of the spill and the employees who cleaned it up should be kept in the Supervisor's log. If the identity of the person who lost the blood was known, that should be recorded too. The record should also detail the building, time, and location of the spill.
21. If there is any needlestick, or blood contact with the skin, the area should be washed immediately. Wash thoroughly with plenty of soap and water. Notify the Supervisor. The Supervisor will fill out a ***Bloodborne Pathogens Incident Report***, and report the incident to the Safety Department. The victim would be given medical attention.

09 - ELECTRICAL SAFETY

1. Electricity can be dangerous in 4 ways: An electrical spark or short or overheated circuit can start fires, burn your tissues, cause you pain, or even death.
2. Never use a machine that has the ground prong broken off the plug. If electricity "shorts out" or escapes its normal circuits, it will seek the easiest path to ground. The ground prong allows shorted electricity to escape through the ground prong into the building's ground wire and grounding system. Without this prong, the shorted electricity may flow through your body and electrocute you.
3. Ground prongs are most often broken by jerking on the cord to unplug an appliance or tool. Never jerk on a cord. Grasp the plug firmly in your fingers to unplug it.
4. If you have a machine with a broken prong, exposed or defective wiring, put a tag on it that says "DO NOT USE". Report it to your supervisor at once.
5. Electrical repairs must only be done by someone that is trained and qualified in this type of repair. Your supervisor will know who is qualified for this task.
6. Water can improve grounding properties. Standing in water will make your body a very good ground. In water, your body will probably be a better ground than the ground wire. Shorted electricity may travel through your body instead of the ground wire even when the ground prong is present. Never start or use a vacuum cleaner or electrical tool while standing in water or on a wet surface.

7. Even sweat can make your body a better ground. The salt in sweat makes this water an excellent electrical conductor. Dry off sweat before you use an electrical tool or machine. Shorted electricity may prefer a sweaty body to the ground wire, even when your ground prong is present.
8. In an emergency, maintenance men may need access to electrical panels. Do not store your equipment in front of these boxes. Allow a 3-foot clear space in front of any junction box or electrical panel. [Allow a 3-foot clear space in front of any gas main and water main controls too.]
9. If you, or another employee ever feels the slightest shock from an electrical tool or appliance, stop using it at once. *Unplug it, and tag it with a tag or sign that says: "DO NOT USE". Write on the tag that it shocks. Then go directly to your supervisor and report it. Everyone's body has a different resistance to electricity. Your own body will have differing resistance at different times. [Resistance goes down when you are sweaty or have a cut, or have leather soles on your shoes]. A mild shock to one person may kill the next person!*
10. When a machine is broken or being serviced, a "Lockout-Tagout" is used. Usually locks are applied to the main power source to the machine so that it cannot be started while another employee is inside working on it. In this way the locks and tags prevent serious injury and death. A tag is usually attached to the main controls to inform others that the lockout and service is in progress. Always respect these signs, and avoid areas around machines with a Tag on them. See the example at the right.
11. Never enter a trash compactor without a Lockout-Tagout in place. There must be more than just a lock and tag for this type of work. Employees and Supervisors must first have special training. This training will include exactly where the lock should be applied, what things should be done first, and who should keep the key. If there are not maintenance men present who have already been trained to perform this task safely for you, then you must contact the Corporate Safety Department before proceeding.
12. Some accounts may use a GFCI, or ground fault circuit interrupter as a safety device. This device helps prevent an electrical short circuit from using people as grounds and shocking them. It detects any current lost from the circuit and immediately shuts the power off, before someone can get shocked badly.

10 – LADDER SAFETY

1. Always inspect a ladder before you use it. The side rails and steps should be checked to make sure that they are not cracked or broken.
2. If you are using a stepladder, both spreaders must be able to lock into place. It must also sit squarely on the floor.
3. Check the rung locks on any extension ladder. Also check the pulleys, rope and feet.
4. There should be a sticker on a ladder that gives the type or load limit. Some of those limits go as follows:
Type III: limit 200 lbs. Never use a type III on any job
Type II: limit 225 lbs. Non-manufacturing job sites only

Type I: limit 250 lbs. For use anywhere
Type IA limit 300 lbs. For use anywhere
Type IAA limit 375 lbs. For use anywhere

These load limits are the total weight allowed including any tools you may be carrying. If you do not have a ladder that is rated for your weight, then you may not use a ladder. Let your supervisor know if your weight exceeds the acceptable loads for the ladders available. He will get another ladder, or assign you to a different task.

5. If a ladder fails your inspection, do not use it. Tag it as "DO NOT USE", and report it to your supervisor so that he can exchange it. Write on the tag what is wrong with it. If you cannot find the weight sticker on a ladder, you may not use it. Tag it as above.
6. When selecting a ladder, you must not use an aluminum ladder if you have electrical work to do. Only ladders with wooden, plastic, or fiberglass side rails may be used for this work. (Electrical work may be chores like: changing a light bulb or using an electric drill).
7. If you are using a stepladder, never lean it against a wall or other object. They should only be used with all 4 legs extended and the spreaders locked.
8. Before you set up a ladder, you should check above to make sure that there are no electrical wires.
9. Always set up barricades, cones, or tape around any area where you are going to use a ladder. That will keep people from bumping into your ladder, and it will keep people away in case you drop something from the ladder.
10. If a doorway opens into your ladder set up, then you will have to take precautions to prevent an accident. You may put a sign on the door and lock it, or you may have another employee guard the other side. Never set up in a doorway without such precautions.
11. You are not supposed to put bricks or stacks of shims under a ladder leg to level it. These items can buckle and allow the ladder to fall. If you do not have a level place for the ladder set up, then ladders with built-in leg levelers must be used.
12. Ladder work should not be done outside during an electrical storm, or during high winds. If the wind speed is 25 mph or more, ladder work must stop.
13. Proper shoes should be worn for work on a ladder. No high heels are allowed. The soles of your shoes must not be flimsy, bending easily, as they must support you while standing on the rungs.
14. You must always face a ladder whether going up or down.
15. Keep 3 points of contact with the ladder at all times. (2 feet and one hand or 2 hands and one foot). If you must take up tools, use your pocket or a tool belt. Otherwise, tools must be pulled up later in a bucket hung from a rope.
16. Only one person may climb on a ladder at a time. Never allow 2 people on a ladder.
17. No person may climb on the back braces of a stepladder.

18. You belt buckle or “belly button” must stay between the 2 side rails of any ladder at all times. If you lean so far that your belt buckle is outside the side rails, you will have the ladder off balance, and could cause it to fall.
19. You may not stand or step on the top 3 steps of an extension ladder, or the top 2 steps of a stepladder. You may not step on the paint shelf of a stepladder either.
20. If you use a ladder to climb up to another floor level or roof, your ladder must extend at least 3 feet beyond the point where it makes contact with that level.
21. When you set up an extension ladder, it must be set at the safest angle. The base of the ladder should be one foot out from the wall for every 4 feet up to the point it makes contact. A handy way to estimate this is to do this: Stand with your feet at the base of the ladder. Hold each side rail with each hand. When your arms are fully extended, the angle should be correct.

11 - VIOLENCE & TERRORISM

This company does not tolerate acts of workplace violence committed by or against employees or visitors or tenants. This includes any verbal or physical conduct that harasses, disrupts, or interferes with another's work performance or which creates an intimidating, offensive, or hostile environment.

Prohibited conduct includes, but is not limited to:

- Injuring another person physically or threatening to do so
- Engaging in behavior that creates a reasonable fear of injury in another person
- Engaging in behavior that subjects another individual to extreme emotional distress
- Damaging property intentionally or threatening to damage property
- Committing injurious acts motivated by, or related to, domestic violence or sexual harassment

Any instance of these behaviors, or the breaking of the following rules will lead to serious discipline, up to, and including termination.

1. No knives, guns, or other weapons are allowed on AffinEco LLC property, or on the property of any of our customers. Report any possession of weapons to your Supervisor immediately. If there is a security force at your facility, you must also report the incident to security right away.
2. If you encounter an armed assailant, try to keep the person calm. Be cooperative, and try to use conversation that does not result in anger. If talking is permitted, try to talk about family and things that remind the assailant that you are a human being.
3. No fighting, threats, or threatening gestures or behavior will be tolerated by AffinEco LLC employees. Such behavior will result in termination.

4. People who talk about hurting other people or threaten to do such violence should be reported at once to your supervisor. We have learned from the workplace violence that you hear about in the news. Often, before a violent episode at work happens, there are warning signs like employee threats and violent talk, and preoccupation with weapons. Report this behavior to your supervisor.
5. If you find a suspicious package or parcel (especially in an unusual place) do not touch it. Report it to your supervisor, and to security if a security force is present.
6. If you get a threatening call on the phone, where someone threatens the use of violence, bombs, or other terrorist activities, put your phone on "speaker" immediately, so that others can hear. Motion with your arm for others to come over and help you hear and remember. All listeners should begin writing down everything they can, including accent, background noises, etc. Ask the caller as many questions as you can, like: Why are you doing this? Who do you know here? Where is the bomb? What kind is it?
7. AffinEco LLC employees are not authorized to clean materials connected with bioterrorism. Before you may clean up any materials that are suspected to be connected with bioterrorism, officials from the Police, FBI, CDC or Emergency Management Agency must first determine that these materials are safe.
8. Follow all of AffinEco LLC's security procedures about locking doors, suspicious persons, and unauthorized entry. Follow any additional security procedures of our customer. These policies are very important in eliminating violence and terrorism.
9. AffinEco LLC employees do not provide decontamination or cleaning of suspected bioterrorism attacks or contamination. Before any such clean-up may proceed, a recognized expert from the FBI, CDC, Police, or local Emergency Management Organization must first declare that the substance found is safe, and not a biological or chemical threat to our employees. Then we may clean the areas as needed.
10. AffinEco LLC does not tolerate the teasing or harassing of other employees or persons about their religion, their race, their sexual orientation, their handicaps, or their physical appearance. Any teasing, harassing, insulting, or other such cruel or offensive behavior towards other employees or persons will not be tolerated, whether by groups or by individuals.

12 – BACK SAFETY & SAFE LIFTING

1. Back Safety and Safe Lifting Procedures are not just hopeful advice. At AffinEco LLC they are requirements for safe working!
2. Always get help with heavy objects. Do not try to lift them by yourself. If you are not sure who can help you, ask your Supervisor.
3. Some heavy loads can be moved safely with a dolly or hand truck. Always use these safe methods when the load is heavy and these aids are available.

4. Your legs are much stronger than your back. Bend your knees and squat down near the object. Keep your back fairly straight. Grasp the object and lift mainly with your legs. As you straighten your legs, the object is lifted. Keep it close to your body.
5. Back strains from lifting out trash bags are unacceptable. When you are filling up a trash brute, and the trash is running heavy or wet, tie the bag off when it is half full, and then start another bag on top of it. This way, the 2 smaller bags are easier to unload than one large one.
6. A trash bag can sometimes stick very tightly in a brute because it is held by vacuum pressure. If your brute is not equipped with a vacuum vent channel, turn it on its side to remove the trash bag.
7. Never turn or twist your body when you are lifting or carrying a load. Movements like this can injure strain your back. Instead, move your whole body with your feet so that you and your load face the desired direction.
8. When under a load, your muscles are very tense. Do not make any sudden movements while you are carrying a load. Even turning your head suddenly to look at something may cause a strain.
9. Some objects may be difficult to lift because they are very bulky, or they have an unusual center of gravity. One end may be very heavy while the other end is light. When you have a load to lift that is extremely awkward, be sure to get enough help to lift it safely. Sometimes these awkward objects will require two other helpers to lift.
10. When two or more people are lifting a load together, make sure that your movements are coordinated. One person should serve as the leader and call out each movement. He should be toward the rear, and call out the lift, the move, and the set-down.
11. It is better to set heavy loads where they are slightly off the floor level, like on the next-to-the-bottom shelf. They are easier to get your hands under, and you don't have to reach as far when you squat to pick them up.
12. Do not store heavy items on upper shelves. It is more difficult to manage a heavy load when your arms are over your head.
13. When you have lighter loads that must be stored overhead, use a ladder or step stool to reach them safely.
14. Make sure that you can see well in front of you, or over the top of a load that you are carrying.
15. Squat down to pick up something from the floor like a piece of trash. Do not just bend over.
16. A well-rested body is more resistant to strains. Get plenty of rest before your work shift.
17. Stretching and warm-up exercises will better prepare your back to resist injury.
18. Remember and practice all these rules for safe lifting. Practice using them when you are off the job at home also. Teach them freely to others.

13 – ASBESTOS AWARENESS

1. Asbestos is a fibrous mineral that has been used in the past to make other materials much stronger and to increase their resistance to heat.
2. By 1980, there was strong evidence that exposure to asbestos could be hazardous to your health. Since 1980, asbestos is no longer used as a building material. Health problems are most likely to occur from prolonged exposure to fine asbestos dusts for many years. Two of these problems are asbestosis, a lung condition that can be fatal, and lung cancer.
3. Because of the hazards listed, our employees will not be working with asbestos. Working with asbestos requires special suits, training, and certifications. None of our employees will be allowed to participate in work projects with asbestos or asbestos removal. The information that we provide here is to teach you to avoid asbestos.
4. Many buildings built before 1980 do have asbestos materials in them. Just because the asbestos is present, does not mean that it is hazardous. In fact, virtually all asbestos materials are completely harmless to your health if left alone, and will not cause the diseases listed above.
5. Asbestos is only harmful when it is reduced into fine dust particles and breathed into the lungs. Activities that can reduce construction materials to dust like sawing, sanding, and demolition are most likely to create a harmful dust.
6. You should know how asbestos was used to help you identify it. It was commonly used in pipe duct insulation, putties, floor tiles, roofing shingles, and siding. One thing that should be evident here is that you cannot tell the difference between asbestos materials and other harmless materials. For this reason, if you must do any kind of work that might reduce a material to dust, contact your Supervisor to help you discover the following:
 - a) Will your work create a dust from construction materials?
 - b) Was the building built before 1980?
 - c) What do the building's engineer and facility manager say about the materials in question?
7. Any areas where dangerous asbestos removal is ongoing will be marked with signs, as required by law. Our employees will not enter these areas for any reason.
8. The particular facility where you are working may have other rules or policies about asbestos, in addition to these. Ask your Supervisor or the Facility Manager if you have any questions about the work or policies in your building.

14-Lead Awareness

1. Lead is a common metal used in many applications and other compounds. In the pure state, it is soft, heavy and malleable. A good example is a lead weight used as a sinker in fishing.

2. Besides sinkers, lead may be found in gun loads, weights, and tire balancing weights. Lead is also a residue emitted from muzzles in gaseous form at firing ranges. Although the lead in metallic form may seem rather harmless, the dust from this lead is quite hazardous since it can be easily inhaled or ingested.
3. Lead is often found in older paints, especially those that are white in color.
4. Lead is often mixed with tin in solder for wires or copper pipe connections.
5. Buildings or areas with radiation shielding may use lead. Some buildings have used lead for shielding from sound.
6. Lead is also a very toxic metal. It can accumulate in our bodies in the soft tissues such as the liver, kidneys, blood and bones. It can cause reproductive problems. Lead can also accumulate in the body until there is enough present to kill us.
7. For these reasons, our employees will not be working with lead.
8. Before any employee may work with lead in any form, he must get approval from the Safety Department. He must also have advanced training in lead safety and the personal protective equipment required, and this training must be administered or approved by the Safety Department.
9. It will be the responsibility of the building facility management to notify our employees of any lead hazards in the area, and to put up the required signs.
10. It will be our responsibility as employees to report any suspected lead that we may uncover in our work. Report it to your Supervisor or the Facility Manager at once.

15-Fire Prevention & Protection

There are many things that a company can do to reduce injury and damage if a fire should occur. But the most sensible policy on fires is to have a strong prevention program, to keep fires from starting. It is the policy of this company to practice a sound policy of fire prevention as described below.

1. Do not leave needless paper trash lying around in the janitor's closets or other areas. Keep this material removed so that it is not available as a fuel source.
2. Aisles and walkways should also be kept free of trash and clutter, so that they are not obstructed if an evacuation were necessary.
3. No smoking is allowed in any part of any of the company branch offices. Do not discard any smoldering smoking materials. Put them out in designated receptacles.
4. Follow all of the posted regulations and written policies for smoking in all buildings.
5. No smoking is allowed when using flammable aerosols, flammable paints, or other flammable materials, no matter what the posted smoking regulations may be posted in the area.
6. Follow all regulations regarding flammable substances. Do not bring any unauthorized flammables into a building. Do not use unauthorized flammable chemicals as "cleaning fluids".
7. Make sure that any flammable material is stored in approved containers and in the proper area.
8. Do not pour flammable materials down the drain.
9. Any waste rags or refuse that has been contaminated with flammables must be removed from the building daily.
10. Do not store paint or other flammable materials under a stairway, or in any place that would place an exit at risk.
11. Gasoline may not be stored inside any building. It must be locked in a cage outside. It may not be used as a cleaner or solvent.
12. Fire extinguisher training must be provided if there is an extinguisher in our office or closets. This training may be provided by any qualified person. Contact the Safety Department for more information about training. [Be aware that some accounts forbid our employees to fight fires]. Find out what the policy is at your account.
13. On one side of the tag there is a place to mark the year and month of the last annual servicing. All fire extinguishers must be checked annually. Report to your Supervisor any fire extinguisher in your area whose last inspection was more than a year ago.
14. On the other side of the tag there is usually a place for the monthly inspection of the fire extinguisher. The record should be initialed and dated monthly by the Supervisor or designated person. The following items should be checked monthly:

- a. The needle on the gage must be in the green range.
 - b. Is the annual service due yet?
 - c. Are the pin and the safety seal both still intact? (Once an extinguisher has been even partially used, it should be recharged and serviced again).
 - d. Is there any sign of leakage, corrosion, or damage?
 - e. Any deficiencies in these items require service for the extinguisher.
15. Even where fire extinguisher use is allowed for our employees, their use and limitations must be understood. Fire extinguishers are only intended to be used to extinguish small, incipient fires like a fire in a small wastebasket. They are not meant to be used as a piece of fire fighting apparatus.
 16. No employee of this company is authorized as a fire fighter, or member of a fire brigade. These people have special training, confined respiratory supplies, and protective clothing. Your primary responsibility in a fire is to get out of the building to your designated meeting spot, and stay there for the head count.
 17. If you must use a fire extinguisher, it may have a removable tamper seal. Jerk it off. Then pull the pin and remove the hose from its cradle. Hold the extinguisher with one hand and aim the hose with the other hand.
 18. Fires are best extinguished by moving the spray from the nozzle back and forth at the base of the flames.
 19. When allowed to use fire extinguishers, our people must only use them to put out a small fire that is just beginning. Even then, they must not stay and fight a fire with no other people present. You may also use an extinguisher, if necessary, to knock down flames that are blocking your exit path.
 20. Make sure that you know what the alarm is supposed to sound like in the building where you work.
 21. In an evacuation, the supervisor or lead person at the account will do a head count, and report any missing employees and their last known whereabouts to professional rescue personnel. Under no circumstances will any of our people try to search for missing employees. This job is meant for professionals with rescue apparatus and training.

16. Elevator Safety

Elevators are quite safe, especially when we are better educated about their safety, their use, and how to practice good manners on one. They are very unlikely to ever fall as in the movies, because they are suspended by 4 to 8 cables, and any one of them could support the full weight of the elevator.

1. Watch your step as you enter or leave an elevator. Sometimes the car is not quite level with the floor presenting a trip hazard.
2. Remember when on an elevator that there are almost always hidden cameras inside. Don't do anything on an elevator that you would not want to be seen doing on TV.
3. Always stand aside and let passengers off an elevator before you try to enter. This is a standard rule of elevator courtesy and you should always show that you know and practice this rule.
4. Do not try to grab elevator doors as they are closing. They vary a lot in closing pressures, and not all of them will re-open. Grabbing a door could injure your arm. Wait for the next one. Try pushing the "open door" button instead of grabbing the door if you are inside and want to hold the door for others.
5. Do not stand too near the door where your clothing may be caught. Stand to the rear of the elevator and face the door.
6. If you are alone, and someone enters the elevator who makes you feel uncomfortable, get off at the next floor.
7. If the elevator is very full just wait for the next one.
8. If you have small children with you, hold their hand and stand against the back wall.
9. Never use an elevator to escape a building in case of fire or other emergency. Use the stairs.
10. If you lose something like a key or ID card down the crack in an elevator door, do not try to get it. Report the loss to Security or Maintenance. They must retrieve it for you. No employee of this company is allowed in the service room below an elevator!

What to do if an elevator gets stuck

11. Make contact with people on the outside. Use the emergency phone in the elevator, or use your cell phone to alert people to the problem.
12. Do not panic. You will probably be out in 5 or 10 minutes.
13. Do not try to pry the doors open. Never try to climb out through the top like they do in the movies. This could be fatal if the car began moving again.
14. Do not panic if the lights go out. Most buildings have back-up power for lights.
15. Consider sitting down. Some people have fallen when the elevator suddenly started after being idle for several minutes.

Safety Rules on Elevator Cleaning

16. Use the keys or stop button in order to stop an elevator to clean the tracks.
17. Do not take a vacuum cleaner into an elevator unless the elevator is locked out with a key. If not properly locked out, the elevator could begin moving with the live cord still attached to the vacuum.
18. Elevators should be cleaned at the lobby level. Employees are not to ride up and down in an elevator while cleaning. There is no reason to give employees access to every floor just to clean the elevator car.
19. Do not try to hold an elevator by jamming things in the door. Do not try to prop the doors open with pieces of wood, broom handles, or brutes. Get the key or Security to lock the elevator out.
20. When cleaning the stainless steel in elevators, do not spray directly onto the walls. The spray will fall to the rug. Then it will be picked up on peoples shoes, and when these slick shoes hit the tile outside the elevator, they may fall down. Always spray the stainless polish directly on a cloth, holding it directly over a brute to keep the over-spray from hitting the floor.

17. Spill Containment Plan

Spilled Liquid

1. Alert other persons to the spill and the need to evacuate the area
2. Determine the degree of hazard before attempting clean up and take the necessary preventive measures (i.e., protective equipment, eye protection, etc.)
3. Confine or contain spill to smallest area possible.
4. Wear personal protective equipment, goggles and face shield, gloves appropriate for the situation.
5. For small quantities of Acids, use a neutralizing agent or absorbent mixture (i.e., soda ash, sodium bicarbonate, or diatomaceous earth). Bases can be neutralized by using citric acid or boric acid. Check area with pH indicating paper to insure complete neutralization.

NOTE: Acids/bases that have been absorbed, but not neutralized can still cause burns to the skin and eyes. **HANDLE WITH CAUTION.**

6. For small quantities of flammable/combustible liquids, a commercially purchased Spill Pillow (specifically designed for solvents) can be used. Mineral absorbent materials, such as vermiculite or kitty litter can be used, but fumes can still volatilize from these materials. Commercial absorbent powders are available for purchase

7. For small quantities of other materials, absorb the materials with non-reactive materials (i.e., vermiculite, clay, dry sand or towels)
8. Non-reactive absorbents, such as oil dry, vermiculite or commercially available absorbent pads should be available for liquid spills.

NOTE: Paper towels may be used for incidental spills and for final wipe up operations, but caution should be exercised because some chemicals, such as oxidizers, may cause ignition through reactions.

9. Mop up the spill, wringing out the mop in a sink or pail equipped with rollers. Do not use your hands.
10. Carefully pick up any broken glass using mechanical means such as tongs or broom and dustpan.
11. Carefully pick up and clean any cartons, bottles or equipment that may have been splashed and contaminated.
12. If absorbent has been used to clean up flammable or volatile chemicals, it must be stored in a well-ventilated area, away from sources of heat or ignition.
13. Double bag contaminated clean up materials and seal. These materials must be disposed of as hazardous waste.
14. When clean-up operations are complete, wash hands with soap and water for at least 1 minute. Check any non-disposable personal protective equipment (boots, respirators) for contamination. Clean, dry completely and place back in storage.

Spill Solids

1. Alert other persons to the spill and the need to evacuate the area.
2. Determine the degree of hazard before attempting clean up and take the necessary preventive measures (i.e., protective equipment, eye protection, etc.)
3. Generally, solids of low toxicity can be swept up into a dustpan and place into a container compatible with the chemical. Damp toweling should be used to pick up and transfer materials of a higher toxicity level to a compatible waste container. Make sure the material is not water sensitive before using this procedure.
4. Dispose of residue as hazardous waste, remembering brooms, dustpans and other items may require disposal as hazardous waste also.
5. Double bag contaminated clean up materials and seal. When cleanup operations are complete, wash hands with soap and water for at least 1 minute. Check any non-disposable personal protective equipment (boots, respirators) for contamination. Clean, dry completely and place back in storage.

Security

These days, more than ever, security is a chief concern for building owners and managers. At AffinEco, we appreciate your concern, and are highly invested in keeping your building secure and designing a plan that addresses your specific needs. We achieve this through procedures, policies and customized training that ensure our supervisors and staff operate in ways that safeguard your premises at all times.

In addition to training our workforce on security protocols devised specifically for your facility, we instruct them to follow strict security standards, including all of the following.

AffinEco employees must:

- ✓ clock in and out for every shift.
- ✓ remain in their assigned work areas.
- ✓ wear the required uniform and display their ID badges at all times.
- ✓ immediately notify supervisors of any accidents or incidents.
- ✓ lock all interior doors that have been designated to remain locked.
- ✓ alert supervisors or onsite security personnel to suspicious individuals/strangers or packages.
- ✓ turn in to supervisors any found items such as jewelry, wallets, money, smartphones and watches.
- ✓ adhere to any client-specific security rules.

Further, our staff are not allowed to:

- ✓ change the day or time of their shifts.
- ✓ admit an un authorized persons into the premises at any time.
- ✓ have alcohol, weapons or drugs onsite at any time.
- ✓ move any paper records, files, etc. from or within any client areas.
- ✓ use client/occupant telephones, computers or other office equipment.

Customized Security Protocols

AffinEco serves a wide variety of clients, and we recognize that some of you have more complex requirements for security and confidentiality due to the nature of your business. We are happy to work with you to develop protocols specific to your needs and train our personnel accordingly. We are accustomed to creating and implementing customized rules and procedures for existing clients with higher-level security needs, and have not had any violations or incidents in 10 years of doing so.

Key Control

In addition, your Site Supervisor manages our key control procedure. At the end of each shift, he or she collects all specified keys and—based on your directions—either gives them to security personnel or places them in your designated lockbox.

Green Cleaning Program

AffinEco's green cleaning program provides tremendous value to your building, to the health of its occupants, to its sustainability and to the environment.

To demonstrate our commitment to providing you with the best in green cleaning, we pursued and—in 2012—became the first provider in the region to be Green Building-certified by the International Sanitary Supply Association (ISSA), the worldwide leading cleaning industry trade association. An additional benefit of this certification is that our green cleaning solutions can help you achieve points for LEED certification.

How our green cleaning program benefits you and your building's occupants:

- ✓ Eliminates exposure to toxic and harmful chemicals associated with such health issues as cancer, asthma and allergies
- ✓ Improves Indoor Air Quality (IAQ)
- ✓ Reduces energy and water consumption and associated costs
- ✓ Curtails dust, pollen, mold and other allergens
- ✓ Employs more effective and efficient cleaning equipment, such as backpack HEPA filtration vacuums and microfiber cloths
- ✓ Increases the use of recycled and reused materials
- ✓ Decreases the amount of trash sent to landfills
- ✓ Assists in meeting new government regulations for environmentally sound business practices and purchasing
- ✓ Meets LEED building certification prerequisites
- ✓ Minimizes environmental harm
- ✓ Supports Corporate Social Responsibility (CSR) programs and initiatives
- ✓ Boosts building sustainability

The AffinEco Approach

Green cleaning means emphasizing the environmental sustainability of maintenance services and cleaning operations to improve overall building health (i.e. indoor air quality) and not solely evaluating building hygiene based on appearance. At AffinEco, this means more than just replacing toxic cleaning chemicals with EPA-endorsed/industry-certified alternatives. It also involves specific processes and practices, such as:

- ✓ Identifying opportunities, means and methods for conserving energy, water and trash, including programs like our proprietary Synchronized Cleaning System (SCS) and Day Cleaning
- ✓ Ensuring safe and efficient application of green cleaning products and equipment
- ✓ Providing comprehensive green cleaning training to our staff

- ✓ Assessing the entire life cycle of products and favoring concentrated goods that are packaged in reduced, refillable or recyclable packaging
- ✓ Seeking and acquiring new equipment and technologies that support green cleaning
- ✓ Staying in touch and achieving compliance with new federal, state and local government regulations
- ✓ Heeding advice from organizations like Green Seal, US Green Building Council (USGBC) and Leadership in Energy and Environmental Design (LEED)
- ✓ Advising contractors about products that minimize volatile organic compounds and other airborne hazards (when we are involved in construction and renovation projects)

We want you to understand and feel confident in the level of experience AffinEco has with green cleaning. Ahead of the industry curve, our companies began instituting green cleaning initiatives and practices more than a decade ago.

Other Sustainability Practices

In addition to our green cleaning program, we provide other sustainability practices that support your Corporate Social Responsibility (CSR) mission and/or your pursuit of LEED points. These include:

Energy Conservation: Low-energy consuming vacuums and other equipment. Additionally, our Synchronized Cleaning System™ (SCS) enables us to turn off lights early to save energy along with water conservation practices. Plus, our Day Cleaning service prevents keeping the lights and heating/cooling systems on past normal hours of operation.

Water Conservation: Low-moisture machines, microfiber mopping systems and multi-surface cloths. The microfiber mops and cloths enable re-use. They can be laundered up to 500 times without affecting performance. They also reduce chemical and water waste by up to 30%.

Green/Sustainable Equipment and Consumables: Investing in green/sustainable equipment (e.g., low-decibel, low-energy consuming backpack vacuums with advanced HEPA filtration), offering a variety of green consumables (e.g., coreless toilet paper rolls) and supporting the vendors and distributors who supply those goods.

Low-Impact Supply Chain: Local sourcing of supplies with delivery points located near your facility, which reduces fuel consumption and carbon emissions.

Noise Reduction: Low decibel-generating equipment.

AFFINECO

THE ART *of...*
Green
Cleaning



High Performance Cleaning Training Program



REQUIREMENTS FOR PRODUCTS, SUPPLIES, AND EQUIPMENT

Environmentally Preferable Cleaning Products and Supplies

For the following categories of cleaning products and supplies, we shall use only environmentally preferable products:

- General-purpose cleaners, floor cleaners, bathroom cleaners, glass cleaners, and carpet cleaners;
- Floor finishes and floor strippers;
- Liquid hand soap;
- Toilet tissue and facial tissue;
- Paper towels and napkins.

Plastic trash can liners shall contain a minimum of 10% post-consumer recycled content.

Powered Cleaning Equipment

All new, powered janitorial equipment purchased in this category shall meet the Green Building criteria. These products include powered floor scrubbers, burnishers, steam extractors, vacuum cleaners, and power washers, and other powered cleaning equipment.

CLEANING PROCEDURE REQUIREMENTS

Reducing Chemical Waste/Efficient Use of Chemicals

Provide easily understood directions to cleaning staff in appropriate written languages or graphic representation for the dilution of chemical cleaning products.

- Track the quantities of chemicals consumed over time by cleaning operations on at least a quarterly basis.
- Use a chemical measuring and dilution control system that limits worker exposure to chemical concentrates while facilitating the proper dilution of chemical concentrates.
- Use the appropriate technology (coarse spray bottles, automatic chemical dispensers on powered equipment, etc.) for applying the chemical product in a manner that does not result in overuse and waste of the product.
- Provide directions for the proper rinsing and disposal of used or expended chemical solutions or empty chemical containers.
- Prevent other building areas from being adversely affected.
- Reduce, minimize, or eliminate the need for using cleaning chemicals wherever possible.

Reducing Solid Waste

- Purchase chemical products and supplies in quantities that minimize the amount of packaging and container waste generated.
- Whenever practicable, use reusable cleaning cloths or microfiber technology in lieu of paper products. Within 2 hours of use, dispose of, rinse, or place in a sealable container (i.e., metal flammable rag canister, locking plastic bag, etc.) that minimizes evaporation of cleaning product from all cleaning towels, cloths, and materials. Reusable cleaning cloths or microfiber must be cleaned or laundered prior to reuse.
- Segregate and recycle all waste items from cleaning operations, including paper, glass, plastics, cardboard, other packaging materials, empty chemical containers, and worn equipment that are acceptable for recycling in the community.

Vacuum Use/Maintenance

The following requirements apply to the use of vacuum cleaners:

- Vacuums shall be equipped with the proper filter or bag; the filters shall be changed or cleaned consistent with the manufacturer's recommendations.
- Vacuum bags or canisters shall be inspected at least every 2 hours and changed or replaced when half full or when indicated by a bag sensor, if vacuum is so equipped.
- Precautions shall be taken to limit worker exposure to dust and particulate matter when cleaning and replacing bags and filters.

Entryways

Keep outside entryways clean and free of debris through daily cleaning.

- Ensure the use of walk-off matting both inside and outside building entryways that, at a minimum, meets the following requirements: 6-10 feet of scraper/wiper matting, followed by 6-10 feet of wiper matting, for an overall total of 12-20 feet of matting for every entry point to the building.
- Vacuum matting daily or more frequently, if required (e.g., high traffic areas) to prevent migration of contaminants into the building.

Floor Care

Floor care operations covered under the Green Building standard include those for hard floors (e.g., resilient flooring) and carpets.

Hard Floor Maintenance

For routine hard floor maintenance, USA, an AffinEco LLC Company shall:

- Vacuum to remove and contain particulate matter from flooring surfaces, or alternatively, use mops equipped with reuseable/cleanable collection heads or equivalent. Hard floors shall be cleaned on a predetermined schedule of frequency, and as needed, to restore them to a clean appearance. At a minimum, the schedule for cleaning shall be:
- Daily: heavy traffic areas, including entrances, corridors, break areas, congested areas, main passageways, and primary work or office areas.
- Scheduled, as appropriate, to maintain cleanliness: light traffic areas including conference rooms, administrative offices, auditoriums, media centers, limited access areas, and other areas or spaces with limited or periodic use.

For periodic maintenance of hard floors, USA, an AffinEco LLC Company shall:

- Provide reasonable notice to building management prior to the commencement of non-routine floor cleaning operations. The timing and method of the notice shall be established by building management in consultation with USA, an AffinEco LLC Company.
- Perform periodic maintenance only if sufficient floor finish exists on the floor surface to protect the underlying flooring from being degraded during the restoration process.
- When floor restoration chemicals are used, apply with mop-on or auto scrubber methods rather than spray application.
- Use burnishing or buffing equipment with controls or other devices sufficient for capturing and collecting particulates generated during the use of the equipment.

For restorative maintenance USA, an AffinEco LLC Company shall:

- Perform restoration on an as-needed basis to maintain the appearance and integrity of the floor finish, rather than on a predetermined schedule.
- Ventilate the area, to the outside if possible, both during and after stripping or floor scrubbing and recoat operations to ensure adequate ventilation.
- Schedule floor stripping and refinishing to coincide with a period of minimum occupancy.

- Provide reasonable notice to building management prior to the commencement of non-routine floor maintenance operations. The timing and method of the notice shall be established by building management in consultation with USA, an AffinEco LLC Company.

Carpet Maintenance

Routine carpet maintenance criteria include the following:

Carpets shall be vacuumed on a predetermined schedule of frequency, and as needed, to restore them to a clean appearance. At a minimum, the schedule for vacuuming shall be:

- Vacuum daily: heavy traffic areas, including entrances, corridors, break areas, congested areas, main passageways, and primary work or office areas.
- Vacuum to maintain cleanliness: light traffic areas including conference rooms, administrative offices, auditoriums, media centers, limited access areas, and other areas or spaces with limited or periodic use.

Periodic light carpet cleaning is necessary to maintain carpeted floors. Restorative deep carpet cleaning operations are appropriate when light carpet cleaning is insufficient to clean carpeted areas in heavy use areas. For periodic and restorative cleaning, USA, an AffinEco LLC Company shall:

- Provide reasonable notice to building management prior to the commencement of non-routine carpet cleaning operations. The timing and method of the notice shall be established by building management in consultation with USA, an AffinEco LLC Company.
- Perform carpet extraction on an as-needed basis rather than according to a regular schedule.
- Remove sufficient water from the carpet and provide sufficient airflow (e.g., use of blowers, increased outdoor air exchange) so that the carpet will dry in less than 12-hours when cleaning carpets or performing carpet extraction.
- Schedule carpet extraction to coincide with a period of minimum building occupancy.

Disinfection

For cleaning operations that involve disinfection USA, an AffinEco LLC Company shall:

- Perform disinfection in areas or on surfaces where pathogens can collect and breed such as in restrooms or on door handles, bathroom faucets, and other items. Use disinfectants only where required.
- Perform disinfection using only EPA-registered disinfectants or EPA-registered disinfection devices.
- When using chemical disinfectants or cleaner/disinfectants, follow product label directions for preparation of disinfecting solutions (e.g., dilution rate), and the appropriate disinfecting and cleaning method for the area to be cleaned (e.g., dwell time and whether pre-cleaning is required).

Restroom Care

The following requirements apply:

- Perform restroom cleaning from high to low, toward the doorway, with dry cleaning tasks performed prior to wet cleaning operations.
- Daily clean and disinfect surfaces touched by hands (e.g., door knobs, light switches, handles, etc.); clean and disinfect more frequently as traffic requires.
- Control and remove standing moisture from floor and bathroom surfaces in a timely manner.
- Use restroom cleaning equipment specifically for restroom cleaning only. Restroom cleaning equipment, excepting powered equipment, shall not be used to clean any other areas of the building. Specific situations where it is more efficient and sanitary to clean otherwise are exempt, such as hospital patient rooms with restrooms.
- Pull bathroom trash liners daily at a minimum and disinfect the trash receptacle.
- Fill all drain traps on a regular basis.

Dining Areas and Break Rooms

Requirements for the cleaning of dining areas and break rooms shall include the following:

- Clean and sanitize surfaces in food preparation and consumption areas on a daily basis or as required to protect human health.
- Daily clean and sanitize surfaces that hands touch (e.g., faucet handles, drinking fountains, cafeteria lines).
- Equip waste containers likely to collect food waste with a cover, and empty once per day or when full; clean and sanitize daily.

Trash Collection and Recycling

Trash collection criteria includes the following:

- Remove trash and replace liners only when they are soiled from wet trash, become broken, or as required; remove and dispose of trash before weekends and holidays.
- Dispose of trash in external, covered containers away from the immediate exterior of the building.
- In those situations where building management has implemented a recycling program, USA, an AffinEco LLC Company shall play a supporting role by conducting the following activities:
- Mark recycling stations clearly; stations shall be accessible to building occupants.
- Collect and remove from the building food-related recyclables (e.g., soda cans) prior to weekends and holidays.
- Inspect and clean recycling areas daily, including collection containers. Collect soda and other beverage containers weekly or more frequently as required.

Work with building management to determine the following:

- Procedures for rinsing and separation of recyclables.
- Location and procedures for collecting recyclables.
- Periodic status of the recycling program including effectiveness and any problems regarding separation or collection of potential recyclable content.

Indoor Plants

Maintenance of indoor plants shall include the following:

- Collect and dispose of plant debris, such as fallen leaves and flower petals.
- Ensure that plants are not in direct contact with carpet.
- Move plants away from HVAC vents.

In the event that indoor plant care is not the responsibility of USA, and shall notify building management of situations where indoor plants are interfering with or compromising cleaning such as instances not in compliance with the above-listed criteria.

Vulnerable Populations

In situations where cleaning operations have the potential to adversely affect any identified members of a vulnerable population, USA, an AffinEco LLC Company shall:

- Schedule daily cleaning activities to avoid exposure of vulnerable populations to the cleaning process.
- Adopt alternative cleaning practices that minimize or make unnecessary the use of cleaning chemicals.
- Use cleaning chemicals in areas only where sufficient ventilation is present to allow chemicals to dissipate before the area becomes repopulated. Provide additional ventilation through the use of blowers to enhance the rate of chemical dissipation.
- Conduct cleaning operations in a manner that prevents the transfer of impacts to other areas of the building that may contain vulnerable populations.

Client/Account Management – Overview

Management Profile

As a client-focused company, AffinEco invests heavily in providing you with dedicated, expert account management and support. Approximately 90% of our revenue dollar is spent on site costs to perform our work. In addition, we invest in qualified management and ongoing training and incentives to keep our focus on you.

As an AffinEco customer, you are assigned an Account Support Team consisting of:

- Managing Partner
- Chief Operating Officer
- VP/General Manager
- VP of Sales
- Director of Operations
- Area Manager
- Site Supervisor

Site Supervisor and Area Manager will be actively involved in the daily management of your account, with the Site Supervisor handling most of your routine tasks under the supervision of Area Manager. For tasks that are not routine or, in a rare instance, are not being addressed to your satisfaction, Director of Operations and/or VP/GM will step in to provide a speedy and thorough resolution. Director of Operations and/or VP/GM will also monitor all tasks in order to maintain a “big picture” view of your account. If, at any time, a problem arises which is not being handled by a member of the team to your satisfaction, you are encouraged seek support from a higher-level manager or senior executive.

We take a proactive management approach, which means providing you with innovative solutions to new circumstances as they arise. We never let industry parameters interfere with our ability to address a situation. This approach also means searching for ways to improve our staff’s productivity with the goal of enhancing the quality of our services and reducing costs for you.

Service Partnership

In order to achieve the highest level of performance, we set out to form a true partnership with you. To fulfill our side of this relationship, we must fully understand all of your needs and expectations, and we feel it is our obligation to drive this process.

We do this is through pre-transition meetings with you, followed by quarterly review meetings. The initial and ongoing meetings help us serve you best by:

- ✓ Informing our design of a customized maintenance program
- ✓ Creating a “buy-in” to our programs
- ✓ Enabling a continuous review of our service delivery
- ✓ Guiding adjustments to the established maintenance program design
- ✓ Ensuring our attention to and resolution of any issues

In addition, we recommend forming a Service Excellence Committee that meets regularly (on a schedule you determine) to discuss ways to improve service in your building. This extension of our service partnership approach underscores a team atmosphere, with representatives from your staff and ours united on the

committee. We've found the work of such a committee further enhances the overall impression your building makes on its occupants and visitors.

Customer Service

We are available whenever you need us; AffinEco is a 24/7 operation. The main toll-free customer service number is (800) 972-4079. All representatives staffing that line are full-time employees of ours, and we utilize a rotating weekend schedule of knowledgeable and dedicated managers to be available for emergencies.

We view customer service as a critical function of our business. As such, both the COO and Managing Partner get involved in solving customer service issues.

We can communicate with you by phone, email, fax or text, depending on your preferences. Each request or complaint you submit generates a work order, which is tracked by management until it is closed out with a completion action, date and time.

In addition, all members of your Account Support Team and AffinEco's management team have smartphones that are always on. A list of these individuals and their phone numbers will be provided to you, and we encourage you to call or text anytime, including after normal business hours.

The overall goal behind your Account Support Team, our mutual service partnership and our customer service is to consistently meet or exceed your needs and expectations throughout the duration of your service contract.

**City of Stamford
Transition/Start-up Plan**

City of Stamford Transition/Start-up Plan						
Task Description	Assigned To	Week 4	Week 3	Week 2	Week 1	Start Week
Initial Meeting	MP, COO, VP, OM					
Weekly Joint Startup Meeting	VP, OM, C					
Initial Needs Assessment	MP, COO, VP, OM					
Discuss Current Employees	MP, COO, VP, OM					
Transition Start Up Meeting	MP, COO, VP, OM					
Job Summary Completed	VP					
Implement Recruitment Plan	VP, OM					
Prepare Equipment/Materials PO	VP					
Arrange Communications	OM,VP					
Internal USA Startup Meeting	MP, COO, VP, OM					
Place Equipment/Material Order	VP					
Safety - PPE Walkthrough	S					
Full Access to Site	VP,OM					
Begin Recruiting Staff	OM					
Interview Prospective Staff	OM					
Prepare Periodic Schedule	VP, OM					
Arrange for Certificate of Insurance	A					
Start Hiring Process	S					
Prepare Work Assignments	OM, VP					
Point Person Night Visit	OM, SUP					
Prepare Account Manual	VP, OM, A					
Complete Hiring Process	S, OM					
Submit Periodic Schedules	VP, OM					
Full Access Night and Day	SUP					
Prepare MSDS Books	VP, OM					
Site Supervisor Starts	OM, Sup					
Deliver Equipment/Materials	OM, Sup					
Verify Equipment/Material Delivery	OM, Sup					
Perform Employee Orientation	OM, S, Sup					
Perform Employee Training	OM, S, Sup					
Equipment Tested	SUP,OM					
Keys and Codes Established	VP, OM					
Assume Full Operations	VP, OM					
Refine Work Assignments	VP, OM, Sup					
Start Periodic Work	OM, Sup					
Institute QC Program	VP, OM, Sup					
Provide Daily Status to Client	Sup					

Legend

C= Client
 Sup= Supervisor
 VP= VP & GM
 MP= Managing Partner
 MP= Managing Partner
 OM= Operations Manager
 S= Safety Mgr/HR
 A= Admin Team
 COO- Chief Operating Officer

Services

AffinEco provides sustainable and green cleaning in a multitude of settings such as corporate headquarters, multi-tenant office buildings, medical/healthcare facilities and educational institutions, as well as multi-family residential settings. We offer you Daily Contract Services and Additional/Specialized Services. With our expertise and efficiencies, we can accommodate whatever combination of services you require and be your single-source, cost-effective solution.

Daily Contract Services

Among our typical services are:

- Nightly Janitorial Services
- Synchronized Cleaning System™ (SCS)
- Day Cleaning
- Window Washing
- Window Caulking
- Parking Lot Care
- Concierge, Doorman and Porter/Matron Services

Nightly Janitorial Services

The AffinEco crew assigned to your building handles all of the typical services you would associate with nightly cleaning. They take care of your restrooms, offices, conference rooms, cafeterias/break rooms, lobby and other common areas. Their tasks can include:

- Vacuuming
- Dusting
- Disinfecting/Sanitizing
- Restocking supplies
- Cleaning glass
- Collecting trash and recycling

Synchronized Cleaning System™ (SCS)

SCS is the groundbreaking janitorial workflow strategy we devised to improve our efficiency and productivity, decrease your costs and boost results for you and your building occupants. It represents a significant departure from the way conventional companies perform. Using SCS in over 30 million square feet of facilities, we have increased our productivity 25-60% while also improving quality and appearance. This engineered approach allows us to design all cleaning tasks to be as efficient as possible and to customize that design for your individual building.

AffinEco crews work systematically to complete tasks in ways that provide three primary benefits to you:

- lower maintenance services costs
- reduced energy and water consumption and costs
- improved indoor air quality

Day Cleaning

Our Day Cleaning services offer you significant financial and sustainability advantages. As its name indicates, Day Cleaning is an approach through which our staff perform the majority of their tasks during the day, as opposed to at night when buildings are closed.

The result is a significant cost savings, plus:

- increased productivity
- decreased turnover
- reduced direct supervision
- eliminated duplicate services
- improved building security

Your largest cost savings from Day Cleaning are in energy. By having most routine tasks performed while buildings are open, you can avoid keeping the lights and heating/cooling systems on past normal hours of operation. According to *CM Management* magazine, some larger facilities have saved as much as \$100,000 per year by implementing Day Cleaning.

Additional/Specialized Services

AffinEco offers additional and specialized services, including:

- Final Construction Cleanup
- Painting
- Carpentry
- Millwork
- Pest Control
- Carpeting Installation
- Locksmith/24-hour Emergency Access
- Workstation installation
- Acoustic Ceiling Tile Installation/Restoration
- Concrete Repair & Deck Coating

Sub-contractors

For every building we service, we assign an experienced Site Supervisor with a well-trained workforce. For those instances requiring specialized services beyond our standard services (see Services, p. x), we turn to our list of trusted providers.

Among the services we sub-contract are:

- Window washing (to our own sister firm)
- Window caulking
- Pest control
- Security
- Building Trades (e.g., electricians, plumbers, carpentry, concrete repair)

All sub-contractors we choose are highly reputable with proven track records. Sub-contractors execute signed agreements with us guaranteeing their insurance matches our requirement. This is designed to give you the ultimate peace of mind, so you can confidently rely on AffinEco to lead all of your cleaning and maintenance services solutions.

Scope Modifications & Shared Cost-Reduction Plan

Change happens. We know that, and are well accustomed to adapting at a moment's notice. The most important advantage we offer when changes are necessary, is our promise to seek courses of action that will cut your costs. What's more, we actively look for ways to improve how we service your building, again with our eye on improving cost-efficiency as well.

Scope Modifications

Throughout the duration of your contract, we continually search for more efficient ways to service your building. When we identify modifications that could benefit you, we discuss them with you and—provided you agree—we implement the changes. Your Account Support Team then follows up to make sure the modifications are benefiting you as projected.

Additionally, we understand that your building may occasionally undergo a redesign of interior space, such as series of cubicles and open space restructuring, or a more involved remodeling project. We are acquainted with dealing with such circumstances and can help make the process go more smoothly for you.

Depending on the nature of the changes to your space, modifications to the scope of services we perform for you may be required. You can rest assured we will work in collaboration with your team and your contractors to ensure consistency of service during your redesign/remodeling. Once changes are complete, we will work with you to adjust the scope of work to ensure your needs are accommodated.

Shared Cost-Reduction Plan

We pride ourselves on transparency in our operations. Part of our guarantee of service is the pledge to pass on savings to you throughout the duration of your contract. When we can realize a reduction in costs on our end—through a more efficient process, or some structured labor savings we share that information with you and come to agreement to make these reductions for our mutual benefit. We act as responsible partners with you to control and affect costs.

Exit Plan

While we constantly strive to provide you the best in services at the best price, there are occasions when clients opt not to renew their contracts with us. If that happens, we will work with you to initiate an exit plan.

Just as we invest a great deal of effort into the planning for a smooth transition when we begin working with a new client, in the event that our services are coming to an end, we work to assist your new provider with any transition issues, such as employee introductions and site-specific requirements for safety or scope of work.

During our final month of service to you, we remain committed and continue to deliver the quality of service to which you are accustomed.

Quality Control Process

AffinEco designed our Quality Control Process to ensure you receive consistently outstanding service delivery and customer service. It enables us to maintain the highest level of performance possible in your building on a constant basis. The two main components are Inspections and Quarterly Review Meetings.

Inspections

Inspection Technology

All divisions of AffinEco use multiple integrated features of TEAM Software—a modern, cloud-based financial, operations and workforce management system designed specifically for building service and security contractors—to streamline procedures and controls in ways that save us time and save you money.

The Quality Assurance (QA) module of TEAM empowers us to employ an innovative new tactic for building inspections that saves countless hours of work and altogether eliminates the need for making hard copies of related paperwork.

The QA module allows us to create and edit inspection templates that transform a building's floor map into an interactive model of offices, common areas, hallways, stairwells, etc. Once those areas are defined, we can name them in a logical way and place them in "walking order" so, when onsite, our staff can use tablets to log into an integrated self-service Web portal and mobile app feature of TEAM called eHub, and simply swipe to move from room to room as they proceed through a building.

When we create the template, we are able to delineate area-specific lists of inspection items drawn from 32 different categories. We specify the routine and special items that need to be checked—according to your contract and any changes, work orders, etc. that arise along the way—and type in ratings and notes for each. We also pre-program shortcuts for common phrases, like WS for wall scratches, and use those shortcuts to make even quicker work of note-taking during an inspection. And, the templates are extremely flexible and easy to adapt if/when there are changes in your building.

Upon completion of an inspection, the ratings and notes are electronically submitted, and all of that automatically fed into the TEAM database. Within TEAM, the data for each building is managed and sorted (e.g., by area type, inspection item, rating) to suit any purpose. The data can also be exported to an Excel spreadsheet and transformed into pivot tables, charts and line chart analysis. This advanced reporting power allows us to immediately identify how we are performing—historically and in real time—at your location. This represents a huge time-savings, turning a five-hour report generation process into a three-minute one.

A variety of inspection reports can be auto-generated and shared with you and your building managers so you can identify priorities for us. In addition, we are able to note issues that are "out-of-scope," i.e., issues or problems that aren't AffinEco's responsibility, but that we believe you would want to know. For internal purposes, we create a scoring table to generate a building success rate that can be tracked historically to reveal performance trends. The data in TEAM is also used to evaluate the efficiency of our inspections.

Inspection Plan

We have designed the following comprehensive inspection plan to ensure your satisfaction with our services by quickly detecting and resolving any deficiencies or omissions and identifying new items requiring our attention.

Your Site Supervisor performs nightly building inspections designed to give him/her an overall view of each of your cleaner's performance. He/she evaluates such factors as cleanliness, consistency and progress/completion of any additional assigned tasks. If your Site Supervisor finds any work to be unsatisfactory, a detailed inspection is performed with the involved AffinEco employee and immediate corrective action is implemented. All findings and corrective actions are reported to you daily via email.

Several times a month, your Area Manager will visit your facility to inspect and review our overall performance. Once a month, you receive an inspection report documenting these visits. The Area Manager also meets with you or any authorized representative you choose to gather feedback. Your Area Manager supplements the work and perspective of your Site Supervisor.

One of our Directors of Operations or Branch Managers is also personally involved in the service delivery for your account. He/she performs a monthly detailed inspection of your building to further assess our effectiveness and ensure your needs are being met. He/she also performs unannounced inspections in order to gauge the consistency of our service. What's more, he/she meets with you regularly to solicit your opinions and feedback, spending whatever time it takes to make sure that we are doing the best job possible delivering services and that you are completely satisfied with our work.

Quarterly Review Meetings

We hold quarterly review meetings with you to thoroughly examine and evaluate all aspects of our services. This meeting approaches our services from a high-level view and ensures we are completely aligned with you on all aspects of our partnership. Your Account Support Team and assigned Site Supervisor attend, and we invite you to include any of your company representatives.

At each meeting, we ask you for a "wish list." We then work together to refine that list into specific action items, prioritized by your input. We have found this works because we are able set realistic expectations and achieve them in the designated time frame. As a result, you get what you need, and we earn credibility with you and your staff.

A typical quarterly meeting agenda includes a combination of the following:

- Discuss, refine and prioritize your wish list
- Confirm minutes from previous meetings and report on resulting activities
- Review inspection reports and any open job status reports
- Review the historical log of property activities
- Discuss adjustments and changes to your customized maintenance program
- Present new cleaning technologies and products
- Discuss any concerns or issues you have
- Recommend new ideas and strategies
- Make recommendations about potential issues our staff have observed
- Set goals and objectives to be completed by the next meeting
- Confirm your billing information

Computerized Maintenance Management System (CMMS)

In addition to our inspections and quarterly review meetings, we are accustomed to teaming with clients on their building management systems to communicate about requested work and track progress. We can easily integrate your Computerized Maintenance Management System (CMMS) into our quality control process. When you or your building tenants log into your CMMS and create a work ticket, our staff can pick up that ticket and respond immediately with a plan of action. We then report our progress in your CMMS until the matter is resolved to your satisfaction and the ticket is closed.

Performance Metrics

At AffinEco, we provide you with the highest quality cleaning and maintenance services. That means we continually look for ways to evaluate our work throughout the duration of your contract. And we do this with transparency, which means we share with you our performance metrics data as agreed upon.

We approach operations from a preventive, rather than a strictly reactive, stance. As an example, when we carry out our regular inspection procedures (see Quality Control Process - Inspections, p. x), we look to identify issues to correct or improve at a greater frequency than any reports from clients. Our typical ratio is 5 to 1, where we find more to correct than is reported. This ensures we stay ahead of the curve, recognizing and resolving matters behind the scenes before they even come to your attention. That's part of what we believe you pay a good service to do.

We measure quality as it relates to how satisfied you are with the services being performed in your building, as well as how quickly and completely issues are dealt with. We consistently benchmark our performance to determine areas of strength or weakness. When our metrics reveal an area of weakness, we take corrective action to resolve the concern to your satisfaction, and we track our response time internally to be certain the fixes are done as soon as possible.

At every one of our client sites we compile metrics to track if there is repetition or fluctuations in issues so we can shift our staff accordingly to respond to your building's needs. The facilities we service are constantly evolving and creating new demands, our performance metrics process allows us to remain proactive in our service delivery.

Our teams can also track metrics tied to indoor air quality, floor gloss and surface germs. Gathering, analyzing and responding to these metrics helps us constantly improve our performance and your satisfaction.

As your service provider we are constantly looking for trends and data to guide our responses to your needs, as well as searching for the newest technology and equipment that afford us the most efficient and savvy approach to monitoring our work together.

Budget & Inventory Management

With our streamlined client budget, inventory management procedures and quality controls, AffinEco saves you money.

Our Operations Managers routinely receive and review automated reports on supplies and other expenses tied to your building. You can opt in to receive such reports as well.



Our TEAM Software feeds into another program, SAP's Business Intelligence, which automates a variety of paperless job management reports related to budget and supplies. For instance, one routine report shows whether the company is over or under budget at a given client site. Other reports allow for tracking supply orders, inventory and more. They enable quick and easy identification of over- or under-ordering, which helps us adjust future orders accordingly.

As one more detailed example, on a monthly basis, we generate and analyze reports that compare supply budgets versus actual usage. The results of this analysis impact future ordering and budget maintenance done by our Operations team. As needed on a quarterly basis, we reconcile usage with you, especially on consumable products like hand towels, soap and toilet paper.



How Our CIMS Certification Benefits You.

Our certification to the **ISSA Cleaning Industry Management Standard (CIMS)** and **CIMS-Green Building (CIMS-GB)** criteria provides a variety of benefits to our customers. Consider how we can add value through management best-practices, exemplary service, and a commitment to sustainability.

- CIMS certification identifies us as a quality, customer-focused, professional organization that should be the first considered for service.
- CIMS helps our customers to distinguish between those companies that are truly professional and capable of getting the job done and those who are just talk.
- CIMS offers assurance that our management systems and processes have been assessed by an independent third-party and are in compliance with the industry's preeminent standard and best-practices.
- CIMS enables us to cut costs associated with poor efficiency and service and allows us to pass along service improvements and savings to our customers.
-  CIMS-GB certification illustrates our commitment to providing green and sustainable cleaning service.
-  CIMS-GB enables us to assist customers in achieving points for the U.S. Green Building Council's LEED for Existing Buildings: Operations & Maintenance (LEED-EBOM) Green Building Rating System.

“ When we're hiring a cleaning company, we are dedicated to go out and look at as many companies as possible. If we look at 100 and 95 of them are not CIMS-certified, that's 95 bidders I can cross off my list before I go any further. ”

*– Senior Master Sgt. Mark Gyure
Andrews Air Force Base*

Learn more about CIMS at www.issa.com/standard.





Having undergone a comprehensive assessment of its management structure and green cleaning operations by an independent accredited CIMS-GB assessor

AffinEco, LLC.

is hereby CERTIFIED WITH HONORS to
the ISSA Cleaning Industry Management Standard
Green Building Criteria

and has successfully demonstrated a commitment to the delivery of environmentally preferable services designed to meet customer needs and expectations.

This Certification is valid May 25, 2016 through May 25, 2018.



A handwritten signature in black ink, appearing to read "John Barrett".

John Barrett, Executive Director
ISSA



Having undergone a comprehensive assessment of its management structure and operations by an independent accredited CIMS assessor

AffinEco, LLC.

is hereby CERTIFIED WITH HONORS to the ISSA Cleaning Industry Management Standard

and has successfully demonstrated a commitment to the delivery of consistent, quality services designed to meet customer needs and expectations.

This Certification is valid May 25, 2016 through May 25, 2018.



A handwritten signature in black ink, appearing to read "John Barrett".

John Barrett, Executive Director
ISSA

Reporting & Tracking; Emergency Response

At AffinEco, you will always hear from us, and you are always heard.

We view communication as a vital component of our service partnership and design it to suit your requirements. You can reach us anytime day or night, and we initiate and maintain ongoing interaction via technologies that make it easy and convenient for you. We communicate with you by phone, email, fax or text—or a combination thereof—depending on your stated preferences.

AffinEco managers and supervisors at all levels utilize smartphones, tablets, specialized software and other means to ensure well-structured communication that lets us stay in close contact with you and with our onsite cleaners. This means we are able to respond to situations at a moment's notice and keep you apprised of conditions at your building on a real-time basis.

Additionally, to support the highest level of quality communication with you, our design features:

- Bilingual managers and supervisors
- Voicemail for all managers and administrative staff
- A nightly/weekend manager-on-call to respond to you outside of normal business hours
- Telephone timekeeping with Caller ID to ensure staff clock in and out daily

Reporting & Tracking

Our utilization of TEAM Software—a modern, cloud-based financial, operations and workforce management system designed specifically for building service and security contractors—supports streamlined reporting and tracking that we share with you. For example, when your Area Manager makes an onsite visit, he or she inputs information electronically to create a record of the visit and all related communications. All visits can be tracked by date and include details such as with whom the Area Manager met onsite, the issues discussed and the plan of action. What's more, electronic reporting and tracking is in place for all of your nightly and monthly inspections, as well as work orders and action items generated during our quarterly review meetings with you and your staff. The software further allows us to track budgets and inventory management, which gives you a clear vision of how expenses are controlled. (See more details on inspections, quarterly review meetings and budget and inventory management in the *Performance Assurances & Management Controls* section, pp. x-y.)

If you opt in, we give you an online TEAM link to generate work orders, or notify us if any issues or problems that arise. For each such entry, TEAM auto-generates an email to your AffinEco Area Manager or Site Supervisor, and records subsequent emails and other communication between you and these staff. This ensures problems are dealt with quickly and correctly.

Emergency Response

As previously stated: AffinEco is a 24/7 operation, and that goes for our main toll-free customer service number, (800) 972-4079, too. During the week, each of our branch offices is responsible for ensuring a prompt response to the needs and emergencies of the clients in its territory. On weekends and other times outside of normal business hours, that switches to our hotline system through which an on-call manager handles crisis situations. We have a rotating schedule of knowledgeable and dedicated managers assigned to respond to any emergency you might have.

Affineco LLC
 855 Main Street. Suite 905
 Bridgeport, CT 06604

203-487-3851

INVOICE NO.	36058
DATE	07/02/14

CUSTOMER

ATTN: CONTACT NAME
 CUSTOMER NAME
 ADDRESS 1
 ADDRESS 2
 CITY, ZIP 00000

SERVICE LOCATION

SERVICE LOCATION ADDRESS
 - THIS IS A SAMPLE INVOICE FORMAT -

TERMS: Net 30	CUSTOMER NO. 194		P.O. NO.	
Description	Quantity	Unit of Measure	Price	Amount
SERVICES FOR MONTH & DAY, 2014	1.00		0.00	0.00
JANITORIAL SERVICES	1.00		0.00	0.00
DAY STAFF				
			Sub-Total	0.00
			Sales Tax	
			TOTAL	

▼ TO ENSURE PROPER CREDIT, PLEASE DETACH AND MAIL BOTTOM PORTION WITH YOUR PAYMENT ▼

ATTENTION:
 ATTN: CONTACT NAME
 CUSTOMER NAME
 ADDRESS 1
 ADDRESS 2
 CITY, ZIP 00000

Customer No.	194
Job No.	1075
Invoice No.	36058
Invoice Date	07/02/14
Amount Due	\$0.00
Amount Remitted	

PLEASE SEND REMITTANCE TO:

Affineco LLC
 855 Main Street
 Suite 905
 Bridgeport, CT 06604

Selecting & Screening Employees

In order to attract the highest quality candidates for your building and turn them into employees in an efficient, well-organized way, AffinEco has greatly simplified and streamlined our hiring process.

We utilize a Web-based solution from Kwantek that enable the seamless online management of job postings, applications, background checks, employee onboarding and more. It eliminates paper, reduces the likelihood of bad hires, and cuts back on hours of overhead work. This means we can more effectively screen candidates to identify the cream of the crop and ensure compliance with your contract as well as internal policies—all the while saving you money.

Job Postings & Application Process

AffinEco creates job listings in Kwantek and, with one click, posts them on its website and on indeed.com. Behind the scenes, we customize the information we require for each specific job. Candidates apply online, creating a profile that guides them through position-specific criteria, questions and requirements as well as typical application data such as contact information, background/experience and certifications.

The process is easy, bilingual and responsive, meaning it can be done via computer, tablet or smartphone. Making the process so simple is a great advantage in terms of widening our pool of applicants. And, again with one click, candidates submit their applications. The information from the online applications auto-populates applicant profiles and a candidate management interface for us.

Through Kwantek, we select the applicants we want to interview for any given position, and the system automatically generates an email invitation to those individuals. We can also send rejection emails at the touch of a button. Once an applicant has been selected to fill a position, we send a formal offer email to that person via Kwantek.

Internally, our process varies slightly based on whether the open position is full- or part-time. For part-time positions, your Director of Operations reviews the candidate list and narrows the list to the top two or three individuals to be interviewed. Both the Director of Operations and your Site Supervisor conduct the interviews and collectively decide on one finalist to move forward through the next stages of our hiring process. For full-time positions, your Vice President/General Manager also interviews the candidate (in addition to your Director of Operations and Site Supervisor) and all three must be in agreement about a finalist.

For all positions being filled in your building, you are welcome to meet or interview finalists once their qualifications, references and other pertinent information have been verified, but prior to background checks and/or drug testing being performed.

Tracking, Reporting & Metrics

A real-time analytics interface informs our managers on the progress of open positions and keeps track of where candidates are in the process. All of our involved personnel are able to quickly collaborate and avoid redundancy of tasks. We can easily see a wide range of information related to any open position, including the number of applicants and the progress of required forms per applicant. We enter notes throughout the interview process, automatically share those notes with others in the company and track all of that information.

Psychological Screening

We use an Orion psychological test to protect your interests and ours by detecting an applicant's propensities for theft, workplace violence, drug use and other detrimental behaviors. This 96-question test in both English and Spanish carries a 98% accuracy rating and has proven successful in prescreening employees. It also enables us to better know our employees and manage them more effectively.

Background Checks & Drug Testing

If you require background checks and drug testing, we have a simple, automated way to perform them. This part of the hiring process occurs when we have narrowed the pool of applicants to those whom we want to extend an offer. If the checks come back clear, we can then simply hit a button to extend a formal offer.

Kwantek offers a robust background check system that is tied to all possible county, state and federal records. It verifies/checks social security traces, personal references, certifications, sex offender registries, citations and arrests, and motor vehicle records.

In addition, Kwantek has partner facilities throughout the country for drug testing. We can trigger Kwantek to send a consent form, which the candidate electronically acknowledges. The system sends the applicant an appointment date and time at a facility based on their location. The results are fed by the testing facility into Kwantek, and we are notified.

New Hires & Onboarding

Another advantage of using Kwantek is the huge reduction in time spent on employee onboarding tasks.

When an applicant electronically accepts our formal offer of a position, Kwantek quickly generates forms, such as I-9s and W-4s, and electronically processes them between the new hire and us. It also immediately verifies if prospective employees are eligible to work in the US through its Department of Homeland Security certified integration with the USCIS E-Verify system.

What's more, Kwantek automatically identifies Work Opportunity Tax Credit (WOTC) hires. WOTC involves individuals who traditionally have some difficulty finding work, such as veterans, the long-term unemployed and food stamp recipients. Not only are WOTC hires good for us, they're also good for the community at large and for the economy.

Finally, all of the information, forms, etc. gathered in Kwantek for an applicant integrates with our TEAM Software to seamlessly create an employee file at the time of hire.

All of these technological efficiencies in our hiring process contribute to our ability to offer you the most competitive pricing possible for our services.

Managing Employees

AffinEco's principal mindset is continuous improvement for the benefit of our customers and our organization, which is why we consistently apply proven and effective management techniques with our workforce.

We have developed comprehensive internal training programs, which we supplement with proven third-party tools. We invest time and resources to properly equip and motivate our workforce—from day cleaners to vice presidents—to ensure they are prepared to effectively respond to our clients' needs and react to changes in the industry.

Training Cleaning & Maintenance Staff

Internal Training Program

AffinEco believes it is essential to create an effective and productive work environment for our cleaning and maintenance staff. This gives them a stronger sense of responsibility for their job plus a greater sense of satisfaction when they succeed. It adds up to a higher level of service to you.

Our specialized training programs teach workers how to best perform their tasks. Since the inception of these training programs, clients are more satisfied and more employees are staying in their jobs. This stable workforce is instrumental to our service delivery. What's more, we hold our supervisory personnel accountable for fully training, monitoring, inspecting and enforcing (through disciplinary action) all performance issues in maintaining your building.

Employee training begins in a classroom with a series of audiovisual presentations that focus on individual cleaning and maintenance tasks and their onsite performance. We developed a workbook and test to accompany each presentation. The topics include:

- Basic building cleaning
- Restroom cleaning
- Ground rules for professional custodians
- Janitorial equipment maintenance
- Floor care maintenance
- OSHA compliance
- Safety procedures

At the conclusion of the classroom training sessions, the employee enters the onsite orientation program. This part of our training is specific to your facility. The topics include:

- Site introduction and briefing
- Required tasks
- Specified equipment, chemicals and consumables
- Safety and emergency procedures

Finally, the employee is trained on his/her specific work assignments and is walked through his/her regular routine. This training is also performed onsite.

CleanCheck Training System

In addition to our internally-developed training program for cleaning and maintenance staff, AffinEco utilizes the CleanCheck Training System from Spartan Chemical, which for more than 60 years has supplied cleaning products, custodial management software, apps, and employee training programs.

CleanCheck provides training in English and in Spanish focused on best cleaning practices specific to such building areas and surfaces as restrooms, offices and carpets. There are also sections with guidance on common safety issues and types of facilities (e.g., education and healthcare). All of the information is presented in a clear format and presented step-by-step. Each training section contains:

- A video tutorial
- A training manual
- CleanCheck Cards: checklists reinforcing daily/nightly and periodic cleaning routines in these areas; can be downloaded and laminated
- A certification test to validate understanding of the presented material

By utilizing this third-party tool, we reinforce our internal training program and allow our employees to take a “refresher” at any time on a given topic, because the CleanCheck Training System is delivered via an online platform.

Training Managers & Supervisors

We recognize that one of the main reasons clients opt to contract for services from AffinEco is because of our management expertise and professional supervision. Our managers and supervisors are trained and re-trained throughout the duration of their employment to make sure we continuously cultivate and enhance their skills.

We offer an independent work-study program, which includes comprehensive required and optional courses through the resources of the Building Service Contractors Association International (BSCAI). Among the topics taught are:

- Introduction to the Building Service Contractors Industry
- Account Management
- Communications in Management
- Human Behavior & Motivation
- Personnel Recruitment, Selection, Policies, Discipline & Forms
- Personnel Training, Evaluation, & Professional Development
- Equal Opportunity Employment
- Awareness of Discrimination & Sexual Harassment
- What Managers & Supervisors Should Know About Unions
- Safety Programs
- Security in Building Maintenance
- Service Procedures
- Carpet Care
- Floor Care Chemicals & Resilient Floors
- Microbiology, Blood Borne Pathogens & Infectious Waste
- OSHA Compliance

- HAZMAT Procedures
- Productivity Improvement Techniques
- Customer Service Techniques
- Personal Protective Equipment

Through this and our other training methodologies, we ensure that our managers and supervisors develop detailed, up-to-the-minute knowledge and skills, all to better serve you and your facilities.

Monitoring & Controlling the Workforce

Our utilization of TEAM Software—a modern, cloud-based financial, operations and workforce management system designed specifically for building service and security contractors—supports our ability to monitor and control our workforce and streamline our payroll process. It incorporates a telephone timekeeping system, which has eliminated our use of paper time sheets altogether.

Employees punch in and out by calling into the system when they arrive at and depart from job sites. At your location, we designate a phone from which employees call, and that phone number is automatically recognized by TEAM and affiliated with your site. The punch in/out information automatically populates a spreadsheet noting the exact times in increments of 15 minutes that each employee works on a daily basis.

Through eHub, your Area Manager can remotely access and review employee time sheets via smartphone, tablet or computer, and can verify or edit information as needed before submitting it for payroll. Also through eHub, our employees can access, view and print their pay stubs and W2s, further reducing paper use as well as postage or staff hours for onsite delivery of pay stubs.

Equipment

We recognize your needs and desires for Corporate Social Responsibility (CSR). CSR is a growing trend and can significantly impact the tenants, occupants and workforce a business or property attracts. We also realize more buildings are pursuing LEED points. We work to contribute however we can to support your CSR mission and/or your pursuit of LEED points.

Beyond our green cleaning program and sustainability practices, AffinEco is dedicated to utilizing green/sustainable equipment and giving you options for green consumables.

Green/Sustainable Equipment

As part of our commitment to providing you with the best in green cleaning—imparting tremendous value to your building, to the health of its occupants, to its sustainability and to the environment—we actively seek equipment that is green-certified and energy-rated. And we make purchases from vendors whose equipment achieves quality cleaning performance and:

- ✓ significantly reduces environmental impact by decreasing noise, chemical/detergent use, water use, dust/exhaust emissions, waste, etc.
- ✓ has the highest proven Life Cycle Assessments (LCAs), i.e., most durable/long-lasting and most environmentally-compatible design, production, packaging and delivery “cradle-to-grave”
- ✓ involves (in its development) suppliers and manufacturers that operate under their own sustainable practices to reduce emissions, waste, and energy, fuel and water consumption
- ✓ improves indoor air quality, e.g., vacuums with HEPA filtration

Green Consumables

More and more of our clients include provisions for green consumables in their RFPs. We stand ready to recommend and supply environmentally-friendly products for your building that increase its sustainability. One of the most impactful building areas for this is restrooms.

We work directly with distributors that offer Green Seal- or ECOLOGO-certified products, which verify environmental preferability. When it comes to paper (paper towels, toilet paper) and soap products, they have numerous different options, each with its own degree of sustainability determined by:

- the type of materials from which the products are made or sourced
- the size of the product packaging
- the amount of waste the delivery system can reduce

We can help you make a plan and choose the products and delivery systems that are effective and cost-efficient.

By investing in green/sustainable equipment, offering a variety of green consumables and supporting the vendors and distributors who supply those goods, we help you create cleaner, safer, healthier buildings for your tenants and visitors.

Technology

At AffinEco, part of our job is to find and implement new technologies that save money and enhance the services you receive. It's one reason why we are active members of such associations as the Building Service Contractors Association International (BSCAI), Building Owners and Managers Association (BOMA) and International Facility Management Association (IFMA). Through the shared knowledge that comes through participation in these organizations, we stay ahead of the curve on the latest operational advancements and can provide for you the insight and expertise necessary to determine how they can impact your properties.

Here are just a few examples of the state-of-the-art technologies we use to increase our precision and efficiency, boost productivity, decrease paperwork and paper use, decrease hours of overhead work—and reduce your costs.

TEAM Software

Multiple integrated features of TEAM Software—a modern, cloud-based financial, operations and workforce management system designed specifically for building service and security contractors—enable us to streamline procedures and controls in ways that save you money. As detailed previously, TEAM includes specific modules devised for building inspections, safety, customer service, accounting and payroll. (See more in Quality Control Process - Inspections, Budget & Inventory Management; and Communication - Reporting & Tracking and Staffing & Supervision - Monitoring & Controlling the Workforce)

Kwantek

The tools we use from Kwantek, a Web-based solutions platform, have greatly simplified and streamlined our hiring process. As previously described, Kwantek helps us to attract the best candidates for your building and turn them into employees in an efficient, well-organized way. Kwantek empowers us to seamlessly manage job postings, applications, background checks, employee onboarding and more—all online. (See more in Employee Selection & Screening)

SageQuest's Mobile Control

SageQuest's award-winning Software-as-a-Service (SaaS) platform, Mobile Control, helps us track and manage our fleet of vans. By connecting to the GPS devices in each of our vehicles, Mobile Control provides real-time data and automated reports that support our fleet management, including reducing costs, which means savings for you. And it helps us run a greener fleet by preventing wasteful practices and reducing carbon emissions.

With Real-Time Mapping, we know exactly where each of our vehicles is at any given moment. This is particularly valuable if you have an emergency for which we need to dispatch a vehicle. We can immediately locate the closest vehicle, alert and redirect the driver, and provide you with an estimated arrival time. Alerts warn us of wasteful and unsafe behavior, like excessive idling or speeding. Travel and Stop Reports provide detailed location and time data that help us reconcile and manage time spent at a specific location with the related workload or project. Fuel Consumption and Fuel Slippage Alerts show vehicle-specific fuel purchases and identify any suspicious consumption.

Case Study: Going Above & Beyond for a Client Emergency

Mid-Size Facility in Stamford, CT

On the evening of August 11, 2016, the southwestern area of Connecticut experienced severe thunderstorms with periods of torrential rainfall. In fact, AffinEco headquarters in Bridgeport lost power for two days. Despite its main office being closed due to the power outage, AffinEco's utilization of cloud-based systems ensured that the local service disruption did not impede communications with clients. AffinEco management and crews stayed on task delivering contracted services, including emergency response.

A little before 7:00 p.m., a tenant at a mid-size client facility in Stamford, CT noticed a major leak that was causing water to flow heavily from the ceiling into that tenant's business—a clinic that provides orthopedic, pain management and plastic surgery services. Right away, the tenant called the firm that manages the property. In turn, the property manager reached out to Eddie Lema, the AffinEco Director of Operations responsible for the facility. Even though Lema was on vacation, he answered the call and connected the property manager with AffinEco Area Manager Oscar Arena.

Arena and the property manager both immediately headed to the facility and arrived onsite at about the same time to find in excess of $\frac{3}{4}$ of an inch of water over roughly half of the space (about 6,000 square feet) as well as collapsed ceiling tiles in three areas. Water had also spread into the adjoining carpeted public corridor. Arena instantly notified AffinEco Vice President Jorge Jimenez, capturing and sending pictures and video to him, and called in the building's regular crew plus on-call employees. The reinforced crew arrived quickly and snapped into action, removing water with wet vacuums and carpet extractors.

With the incident occurring on a Thursday night, the clinic was set to open and perform procedures the following day. Arena and his expanded crew were determined to make it possible for them to conduct normal business. Knowing that the medical procedures routinely performed at the clinic require sterile conditions, Arena ordered and supervised the disinfection of the entire clinic, including the use of microfiber cloths and "green" disinfectant to sanitize all equipment and surfaces. AffinEco truly went above and beyond—working resolutely and tirelessly from 7:00 p.m. until 2:00 a.m.—to make sure the clinic could function normally that Friday.

"The absolute value here was Oscar's immediate recognition of the seriousness of the situation, especially in light of the specialized nature and use of the space. He had the regular crew and additional personnel onsite in very short order, and they effectively and thoroughly alleviated the problem quickly," said the property manager. "It was that action, at a critical time, that prevented further damage and loss of business. I am very grateful to Oscar and his team at AffinEco."

Case Study: Starting Services at Four Facilities in One Day

One Class A commercial LEED certified building in Boston, MA (568,000 sq. ft.)

Two Class A commercial LEED certified buildings in Cambridge, MA (478,000 sq. ft.)

One Class A mixed-use LEED certified building in Springfield, MA (551,000 sq. ft.)

When a commercial real estate services firm acquires a new property to manage, the matter of a reliable and progressive cleaning and maintenance service provider is a topmost concern. Over the years, AffinEco—through the quality of its work—has developed and nurtured a positive and mutually beneficial relationship with a leading New England firm. In the fall of 2015, the firm sought a provider to service four high-end buildings, it turned to AffinEco. They were concerned all four buildings required the same service start date was a bit intimidating, but AffinEco knew it could handle the complex coordination necessary to fulfill the company requirement.

On November 1, 2015 AffinEco kicked off service contracts at all four facilities comprising nearly 1.6 million square feet under special requirements due to LEED certification. A tall order to be sure.

In advance of the start date, AffinEco set about creating transition/start-up schedules for each building that dictated week-by-week every task that needed to be accomplished and assigned the personnel responsible for each of those tasks. Under the oversight of Chief Operations Officer Aramis Cordal and two VPs—Nolan Macario and Sandino Cifuentes—operations teams were split into three groups (the two buildings in Cambridge, MA were treated as one site) charged with ensuring that the sites were inspected and managed thoroughly in order to avoid any problems from day one through the first week of service delivery, or until each account met AffinEco's standards.

About a month ahead of the start date, weekly meetings were held between the clients and AffinEco Managing Partner Paul Senecal, Chief Financial Officer Gabor Elcsics, Cordal, Macario, Cifuentes and the rest of the operations teams. These meetings helped to verify that all of the tools, procedures and paperwork were in place for smooth service transitions at each of the facilities.

Throughout the two weeks prior to the start date, AffinEco hired and trained the personnel who would provide daily services onsite. Ultimately, two Area Managers and about 60 cleaners were assigned to handle the day-to-day operations at the four buildings.

AffinEco's use of technology simplified and streamlined different aspects of these contract start-ups. The use of Kwantek hiring tools enabled the company to hire 10 to 30 people in a period of 2 to 4 hours. The use of Spartan's online CleanCheck Training System allowed for the training of 10 to 30 people in one hour on the most important topics required by law. AffinEco's internal training program and onsite orientation program supplemented and expanded that online training. Last but not least, AffinEco partnered with its vendors to make sure all of the necessary equipment and supplies were delivered a week prior to the start date and that staff were also fully trained on those.

"United Services transitioned our property seamlessly. Their thorough research of our facility made a potentially stressful and sensitive change in building providers, a stress-free experience for our team," said the senior property manager for the Boston facility. "Cleaning is such a pivotal building service, and United Services has been delivering up to and beyond expectations since they began cleaning our property."

The coordination of the simultaneous start of services at these four locations was a demanding and complex project. With its years of experience, a proven transition plan and schedule, and habitual attention to detail, AffinEco rose to the challenge to the great satisfaction of all of the property managers involved.

Case Study: Success Handling a Problem Employee

No matter how much an organization invests in employee training and relations, there are bound to be occasions when an employee becomes a challenge. The real test of leadership comes in how such situations are handled. AffinEco arms its supervisors and managers with the tools they need to successfully resolve employee predicaments. That empowerment comes in handy, as it did in this case of a union employee who was failing to perform and was continuously expressing his dissatisfaction with the job.

On a daily basis, this employee behaved in a defiant and insubordinate way—openly complaining about the tasks he had to do and always looking angry and upset with his coworkers and supervisor. AffinEco managers began to address the situation by following the union’s rules for disciplinary procedures. First, they issued a verbal warning to the employee. When he continued to object, even outright refusing to do parts of his job, a written warning was given. Still, the employee’s attitude and job performance remained problematic. That’s when AffinEco’s Chief Operations Officer Aramis Cordal decided to step in.

Cordal called a meeting with the employee and the corresponding Site Supervisor and Director of Operations. He began by emphasizing their desire to truly understand the employee’s perspective and promising complete privacy and confidentiality.

Cordal asked why the employee was unhappy, explaining that he wasn’t be asked to do anything different from his coworkers who contently fulfilled their daily responsibilities. Cordal also shared that the employee’s coworkers and supervisor felt he consistently appeared to be very upset and angry. Knowing that issues at home can often be the root cause of job performance problems, Cordal then asked the employee if anything outside of work was bothering him. And, with that, the floodgates opened: The employee shared significant personal issues and family troubles involving a teenaged child.

“We just listened without judgment,” Cordal said. “We let him share as much as he wanted to and acknowledged that we completely understand how much personal problems can affect the job.”

Cordal, the Site Supervisor and Director of Operations expressed their sympathy and offered suggestions for places the employee and his family could turn to for help.

“Through the years, we’ve researched resources for situations like this. And we know many of our employees need services that are either free or low-cost, so we’ve compiled lists of such services in the different towns and cities where they live,” said Cordal.

All told, the meeting ran about 45 minutes. At the end, the employee expressed how grateful he was that they had taken a true interest, really listened and given him resources that he and his family could use to help them cope and move past the difficulties they were experiencing.

Just a few days later, the Site Supervisor reported to the Director of Operations that the employee had started to change, improving his job performance and becoming more of a team player. Within a few weeks, the employee had done a complete 180, turning around his behavior and attitude entirely. To this day, he periodically tells his supervisor how much he appreciates the support they offered and says that the resources his family used continue to be helpful at home.

“Our managing partners and executive staff recognize that we’re all human beings and that, often, there’s something else going on in an employee’s life that negatively impacts their job,” said Cordal. “We train our

managers to try to find out why an employee is having trouble or is unhappy, and to provide assistance and support whenever and however possible.”

Case Study: Taking Sustainability to the Next Level

Fortune 500 Energy Firm in Stamford, CT

When this fortune 500 company decided to lease a property in Stamford, CT, it sought to modernize the building and pursue LEED certification. The modernization entailed a total renovation of the four-story building comprising 275,000 square feet of Class A office space. In order to meet LEED requirements, strict adherence had to be made to unique and rigorous practices in terms of cleaning and maintenance, energy use, recycling, lighting and other mechanicals, and more.

In November of 2008, the property owner and manager contracted United Services of America (United) to be the cleaning service provider.

A division of AffinEco, United collaborated with the client to create a building-specific green cleaning plan. The plan detailed how United's intended cleaning methods would protect building occupant health and the environment by instituting a wide range of green cleaning practices and solutions, including:

- ✓ Using only environmentally preferable products for cleaning and for stocking restrooms and break rooms (i.e., green consumables)
- ✓ Creating a partnership with a local supplier to reduce delivery distances and decrease supply chain carbon emissions.
- ✓ Ensuring exclusive use of products with biodegradable and minimal packaging materials.
- ✓ Minimizing the number of chemicals brought onsite.
- ✓ Utilizing low-moisture, low-decibel, energy efficient equipment and machinery (e.g., vacuums, carpet extraction and floor maintenance equipment, powered scrubbing machines).
- ✓ Using microfiber mops and dusters laundered onsite for reuse.
- ✓ Employing bucket-less mopping systems that reduce water usage.
- ✓ Working closely with the building's recycling committee to reduce waste.
- ✓ Designing an efficient system that enables cleaners to sequence tasks in ways that save electricity.
- ✓ Providing customized cleaning staff training to ensure compliance with the established green procedures and standards

By carefully planning for and implementing these practices, United helped this valued client achieve and maintain its LEED certification. A key element of the success of this plan—and to United's ongoing cleaning and maintenance services delivery at this site—has been its commitment to routine follow-up, which includes nightly and biweekly green and safety walk-throughs of the facility.

Case Study: Managing a Condensed Service Transition

Large Downtown Hartford, CT Facility (400,000 sq. ft.)

Whenever AffinEco takes on a new client, the company plans a four-week transition period leading up to the official service start date. The new client's Account Support Team creates a schedule for the transition—in consultation with the new client—to ensure everything goes smoothly. The schedule identifies specific tasks to be accomplished each week and assigns responsibilities to members of the team.

On occasion, however, special circumstances require AffinEco to condense the normal transition schedule into a shorter timeframe. Such was the case when the company was contracted to deliver services to a 400,000 square-foot facility in downtown Hartford, CT.

Instead of the usual four weeks, AffinEco had just eight business days to prepare. What's more, with a previously scheduled vacation on the books, Sandino Cifuentes—the AffinEco VP and General Manager responsible for the territory—had only six days to oversee every essential component.

As soon as they got the green light, the Account Support Team took an extensive tour of the facility with the goal of understanding all of the client's routine needs, like equipment and cleaning supplies, and more specialized needs, like areas requiring special attention. This particular site had several wide-open carpeted corridors, which would be best served by wide area vacuums. Led by Cifuentes, the team immediately contacted its suppliers in New York and Connecticut to coordinate the orders for all of the equipment, chemicals and consumables needed for the building.

The team worked closely with AffinEco's HR department to accelerate the personnel process. They offered positions to all of the cleaners covered by the collective bargaining agreement in place at the building. Once positions were accepted, the new hires were fast-tracked using onboarding software, and ushered through AffinEco's standard training programs plus customized site-specific training. Uniform orders were rushed so the crew could be outfitted in proper attire in time. A smartphone was acquired, activated and given to the Site Supervisor to facilitate client communications, chief among them a nightly report starting on day one of service.

The weekend before the start date, all equipment and supplies were delivered to the site. AffinEco Area Manager and Special Services Supervisor Jaime Perez oversaw the setup of carts for each member of the cleaning crew to ensure no time would be lost organizing staff and their equipment on day one. Every employee had his or her task-specific equipment and supplies staged in a cart labeled with his or her name so they could simply "grab-and-go."

"Despite the much shorter transition schedule for this new client, it was still one of the smoothest startups I've ever witnessed us execute," said AffinEco Senior Vice President Frank Cepero. "Sandino and Jaime went above and beyond with their efforts expediting the timeline. Their thorough attention to detail ensured that nothing fell through the cracks."