



Cleaning Services Proposal from Varsity Facility Services

Cleaning Services Proposal

For Transwestern –State Farm
Park Center Office Plaza



4/29/2016

Presented to:



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Executive Summary

Varsity's R3 Solution

Varsity's unique method of approach is based on our *Business Model* that we call **R3**, which stands for *Reliable* service you can count on; *Responsive* service quick to meet your needs; and services that *Reduce* cost.









Varsity structures the service complexities and costs of janitorial operations by organizing labor, equipment and technology to deliver the most reliable and responsive service, with the least amount of worries and overhead cost. A glance at the **R3 Highlights** shows just a sampling of our **R3** initiatives; a more detailed summary is provided in the **Added-Value** section of this proposal.

Varsity's experience in working with Transwestern, State Farm, and many other Class A offices throughout the country, gives us unique insight into being a valued partner and ambassador of the facilities we serve. We work in unison with our customers to meet *top-tier standards* of safety, security and cleanliness.

Varsity cleaning specialists are trained to be a fundamental part of the atmosphere and exemplify quality – particularly in our professional appearance and friendly manner – while meeting daily service needs, as well as unplanned situations that may occur with conditions that require immediate attention.



R3 Highlights

-  Dashboard account management and management system maximizes responsiveness and minimizes variation.
-  Varsity 24/7 customer support and analytics center uses statistical process control (SPC) for improved responsiveness and reliability.
-  Certified HHPC Day cleaning processes
-  CIMS and CIMS-GB validated processes with honors designation (1st in the industry!).
-  Root Cause Analysis (RCA) process minimizes problem reoccurrence increasing reliability.
-  Mobile technology maximizes responsiveness.

Corporate Profile

Since 1957, we have cleaned over 250 million square feet in over 18,000 locations throughout the United States and Canada. We have a cleaning staff of 3,300 employees and a managerial staff of 250 employees.

Corporation: Varsity Facility Services
Structure: S Corporation
Dun & Bradstreet Number : 05-719-4896
Tax Identification Number: 82-0292413

Size of Company-Including Number of FTE Employees: 3,300
Annual Revenue: \$120,000,000

Varsity is built on a solid foundation of service, integrity, excellence and innovation. We have sustained steady growth nationwide by gaining one great customer at a time. We have a 95% customer retention rate that indicates our customers are pleased with our services and processes for continuous improvement.



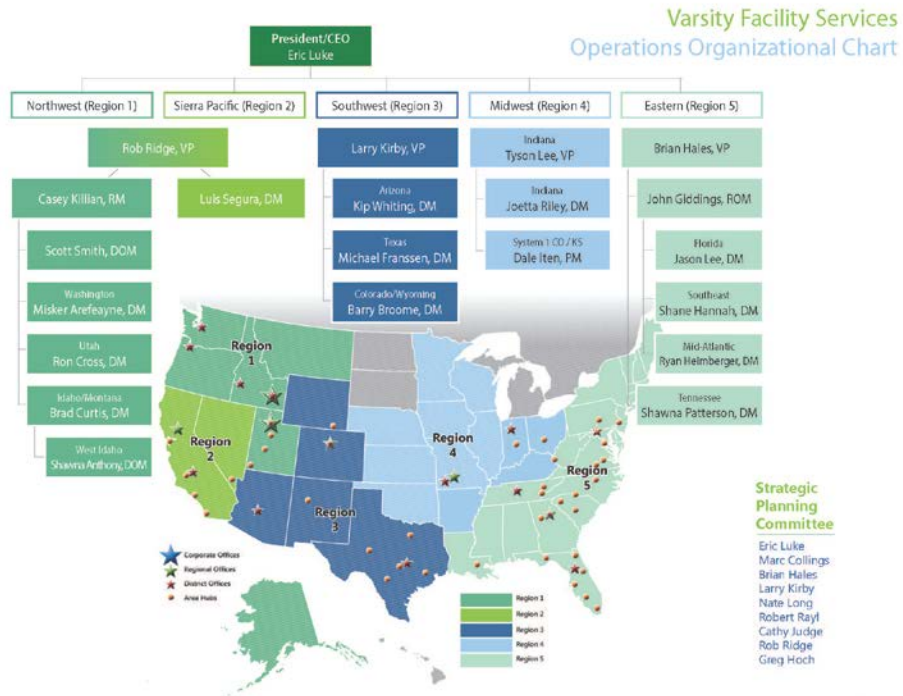
We have maintained our top 10 largest customers for over 15 years. These clients include, CBRE, LDS Church, JP Morgan Chase, NSC CenturyLink, the City of Fort Collins, State Farm offices, and many national banks. **We have serviced State Farm, Class A offices in Bakersfield, California for over 21 years.**



Varsity currently performs janitorial services for State Farm in Texas, California, Arizona and Washington. We take pride in our partnership with State Farm and go the extra mile to make our relationship a positive and happy one.

Today, our services include hard floor work, window cleaning, tile and grout restoration, wood floor care, carpet cleaning, power washing, moving services, and handyman repair services. There are currently NO discussions for sale to, or acquisition by, any other company, NOR is there likely to be any change in ownership.

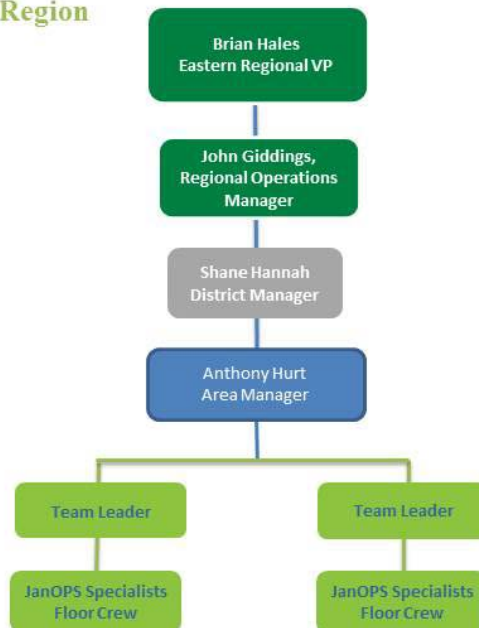
Key Management Personnel



Organizational Structure

Georgia Region

- Regional Management
- District Managers
- Area Managers and Area Supervisors
- Team Leaders and Crew



Position	Profile	Professional Biography
<p>Eastern Regional Vice President</p>	 <p>Brian Hales 20+ years</p>	<ul style="list-style-type: none"> Manage several levels management for Varsity over the last 20 years from field operations to Regional VP of South East & Mid-Atlantic states Follows-up on customer action plans for the Eastern Region Analyzes operational and financial reports Reviews call data and reporting Conduct QA facility inspections Reviews standardized janitorial system standards
<p>Southeast Regional Operations Manager</p>	 <p>John Giddings 32 years</p>	<ul style="list-style-type: none"> Manages janitorial services throughout Alabama, Georgia, East Tennessee, North and South Carolina, West VA, Virginia, Maryland, Pennsylvania, New York and New Jersey with over 7,000,000 square feet in the portfolio Portfolio manager for national account that covering 12 states. Communicates regularly with Senior FMs and local FMs on the account – as well as regular communication with the executive level with the client itself Strong operational management ability – managing the budget for the company while delivering good services for the customer
<p>District Manager Georgia</p>	 <p>Shane Hannah 20 years</p>	<ul style="list-style-type: none"> Coordinates, develops and manages facility projects in Georgia with square footage over 1,000,000, with a crew of over 50 team members. Responsible for training, corporate safety compliance, Facility audits and customer service. Shane has served as an area manager, transition manager and a district manager for Varsity Facility Services.
<p>Anthony Hurt Area Manager</p>	 <p>Anthony Hurt 16 years</p>	<ul style="list-style-type: none"> Manages cleaning of facilities in GA totaling cleanable square footage of 570,000 with a crew of 15 team members. Manage a yearly budget that includes: inventory control, ordering, direct labor, and all P&L. Recruits and hires team members, disciplinary actions, training, corporate safety compliance, and facility audits.



Brian Hales — 20+ Years Industry Experience

Related Experience

Eastern Regional Manager– Varsity Facility Services **2012-Present**

- Manage several levels management for Varsity over the last 20 years from field operations to Regional VP of South East & Mid-Atlantic states
- Currently managing over 2,000 sites and 24,000,000 square feet of commercial and industrial property, for janitorial, maintenance lawn care services

SW Regional Manager **2012 to 2015**

Lead and manage three District janitorial operations throughout WY, CO, NM, AZ and TX.

General Manager **2007 to 2012**

Oversaw the CenturyLink (formerly Qwest Communications) House Services Program through the U.S.; 32 states, 32M square feet

Director of Operations **2006 to 2007**

Managed and lead Regional Facilities Manager team overseeing Qwest Communications customers throughout the western U.S.

Regional Facilities Manager **2000 to 2006**

Managed janitorial, landscape, snow removal, waste/recycling services, and pest control for Qwest Communications customer in Colorado and Utah

Area Manager **2000 to 2000**

Managed janitorial services for Qwest Communications customer throughout Utah

Related Education

Bachelor’s Degree; Regis University, Denver, CO – Finance

Master’s Degree; Colorado State University – Organizational Leadership

Related Certifications

Institute of Inspection Cleaning and Restoration Certification (IICRC)

Carpet and Rug Cleaning

Water Damage Restoration

Upholstery Cleaning

Active Member, APPA

John Giddings — 32 Years Industry Experience

Related Experience

Area Manager, Varsity Facility Services **1986 to Present**

- Manage Contractors, District Managers for SE and Mid-Atlantic operations.



- 🏡 Managed janitorial services throughout Alabama, Georgia, East Tennessee, North and South Carolina, West VA, Virginia, Maryland, Pennsylvania, New York and New Jersey with over 7,000,000 square feet in the portfolio
- 🏡 Portfolio manager for national account that covering 12 states. Communicates regularly with Senior FMs and local FMs on the account – as well as regular communication with the executive level with the client itself
- 🏡 Managed janitorial services throughout 1255 buildings
- 🏡 Supervises 46 employees/4 cleaning crews
- 🏡 Strong operational management ability – managing the budget for the company while delivering a good product for the customer
- 🏡 Manages a 7.4 million dollar budget profitably

Industry Involvement

Certifications: CBSE (BSCAI), CVM (Varsity Facility Services)

Associations: BSCAI, IFMA, ISSA

Industry Related Awards: Manager of the year for growth – 3 years running

Shane Hannah – 20 Years Industry Experience

Related Experience

District Manager, Varsity Facility Services	2015 to Present
Business Consultant/Ops Manager, Jan Pro	2013 to 2015
Operations Manager, Apto Solutions	2013 to 2013
District Manager, LOCASTA Facility Support Services	2010 to 2012
Acct. Manager, GCA Services	2009 to 2010
Janitorial Account Manager, Siemens	2005 to 2008
Assistant Warehouse Manager, JDL Industries	2004 to 2005

- 🏡 50+ facilities across diverse fields to include: Facilities Services, Warehousing, Production and Project Management
- 🏡 Manages growth of portfolios accounts of \$5 Million (Fortune 500) level
- 🏡 Adept at recruiting, motivating and developing talent
- 🏡 Daily duties include cost reduction and pursuing up-selling opportunities to grow P&L
- 🏡 Consult daily with 100+ owners/customers to help identify improved methods of effectively managing their operation to achieve higher levels of profitability
- 🏡 Conducts training classes monthly for groups of 25-40
- 🏡 Oversees budgets and keeps employee training up-to-date
- 🏡 Trains supervisors to check the cleanliness of all buildings
- 🏡 Performs on site quality inspections
- 🏡 Conducts periodic team meetings to review procedures, problems, promote quality programs and motivate cleaners
- 🏡 Maintains and updates daily, weekly and monthly production reports



Additional Qualifications

Trained in Miller-Heiman Sales Methodology and skilled in LEAN Management Principles.
Skilled in managing P&L and cost reduction for Service Industry Accounts









Related Education

The University of Georgia - Bachelor of Arts (B.A.), Political Science and Government
Kimberly Clark Lean Management Boot Camp, Kimberly-Clark July 2010
Salesforce Training, LACOSTA Facility Support Services November 2011

Anthony Hurt – 16 Years Industry Experience

Related Experience

Area Manager, Varsity Facility Services	2015 to Present
Operations Manager, Jan Pro, Atlanta Georgia	2014 to 2015
Janitorial/Supervisor, ICS Atlanta, Georgia	2010-2014

-  Managed over 300+ accounts, cleaning crews, and budget
-  Oversees daily operations for 15 employees
-  Experience in all type of janitorial equipment
-  Cleaning of VP suites and executive offices
-  Strip and wax
-  Turn-key cleaning and terminal cleaning
-  Carpet care extractions, special wood floor care
-  Training / Pass OSHA inspection

Certifications: Certified in Floor Care, Carpet Care, Cleaning Innovations
Associations: International Facility Management Association (IFMA), Building Owners Managers Association (BOMA), Building Service Contractors Association International (BSCAI)
Education/Training: Varsity Level 3 Management Training

References

CBRE - BB&T Account – Georgia, N. Carolina, West Virginia, Texas, S. Carolina, and Virginia

Address: 201 College Street, 17th Floor, Charlotte, North Carolina 28244

Contact: Theresa (Terri) Fleming, Director of Operations

Phone: 704-292-3499

Email: theresa.fleming@cbre.com

Account Length: 2007 – Present.

Account Description: This account has grown by 50% since we began in 2007. It comprises 27, 643,000 square feet of mixed -use office space covering 769 sites in **GA-NC-ETN-SC-VA-WVA-MD-KY-TX**.



Life University – GA

Address: 1269 Barclay Circle, Marietta, GA 30360

Contact: John Wheeler

Phone: 770.426.2952

Email: jwheeler@life.edu

Account Length: 2009 to Present

Account Description: Multiple mixed-use buildings, classrooms, auditoriums, athletic facilities

L3 Communications, LLC - PA

Advanced Laser Systems Technology, Inc. (a Division of L3 Communications, LLC)

Contact: Angie Salon, Facilities Manager – Corporate Facilities

Address: 200 Technology Drive, Pittsburg, PA 15219

Phone: 412-906-8832

Email: angie.scanlon@level3.com

Account Length: 2012 - Present

Account Description: 35,000 square feet of manufacturing space with computer and telemetering equipment.

Current State Farm References

Varsity provides 1.5 million square feet of janitorial service for State Farm in four states: Texas, Arizona, Washington and California.

State Farm – Phoenix, AZ

Address: 432 N 44th St. Phoenix, AZ

Contact: Amy Zehring, Contract Coordinator

Phone: 480-204-5410

Email: Amy.e.zehring.bh87@statefarm.com

“I wanted to say thank you for this weekend and all your hard work and efforts! Not only did you have training, but you had additional cleaning to accomplish and judging by appearance, you have been successful! Thanks again for getting us off to a great start!”

Account Length: 2013 - Present

Account Value: \$729,744

We service one million square feet at the Marina Heights-Gateway complex with four large buildings that comprises multi-use facilities and business offices. This contract is through Transwestern® - Property Management

State Farm – Tempe, AZ

Address: 300 E. Rio Salado Parkway, Tempe, AZ 85281

Contact: Teri Lynn Meeker, General Manager

Phone: 480-968-2090

Email: terilynn.meeker@transwestern.com

Account Length: 2013 – Present



Account Description: We service two million square feet at a five building campus in Tempe, AZ that comprises multi-use facilities and business offices.

State Farm – Austin, Texas

Address: 3006 Bee Caves Rd, Suite B170, Austin TX 78746-5540

Contact: Jeff Reynolds, Facility Manager

Phone: 512.918.5245

Email: jeff-reynolds.jdiu@statefarm.com

Account Length: 2014 to Present

Account Description: 450,000 square feet of various multi-use facilities and business offices. Daytime cleaning program specifically designed for State Farm.

State Farm – Bakersfield, California

Address: 900 Old River Road, Bakersfield, CA 93311

Contact: John Trakimas, Maintenance Lead Worker

Phone: 661-663-1362 | Fax: 661-663-1376

Email: john.trakimas.lilh@statefarm.com

Account Length: 1994 - Present

Account Value: \$453,141

Account Description: Class A Janitorial Services for several buildings averaging to about 550,000 square feet.

State Farm - DuPont Operations Center, Washington

Address: 1000 Wilmington Drive, DuPont WA 98327

Contact: Mike Hawthorn, Project Coordinator, Administrative Services

Phone: 253.912.7580

Email: Mike.hawthorn.c4yr@statefarm.com

Scope of Work

30-Day Implementation

Varsity has a fully integrated system that can be implemented within the first 30 days of service. The following transition schedule demonstrates the various interactions and communication points that are critical to the local success of each site facility:






Transition Team (TT) Schedule		Days Before Transition						Rollout	Days After Transition
		30	25	20	15	10	5		
1	Varsity manager and facility manager customize transition plan	█							
2	Varsity manager assembles Transition Team and makes assignments	█							
3	Supply Leader orders supplies and equipment.		█						
4	Staffing leader begins recruiting required management/supervisory staff		█						
5	Area managers arrange to make site visits of facilities		█						
6	Staff leader begins recruiting and interviewing custodians			█					
7	Meeting between customer and Varsity managers to coordinate Rollout.				█				
8	“Meet & Greet” with incumbents and customers to introduce JanOPS® Operating System					█			
9	Identify value-added services					█			
10	JanOPS® certification of all new specialists.					█			
11	Workflow system and production quadrants designed for facilities					█			
12	Transition team final preparations for roll-out						█		
13	Account transitions, training for all JanOPS processes, Janoptimize janitor’s closets and closet dedication						█		
14	Morning follow-up with facility managers, spot check services,							█	

Transition Team (TT) Schedule		Days Before Transition					Rollout	Days After Transition
		30	25	20	15	10		
	additional recruiting, as needed.							
15	Follow-up with facility manager to answer questions and correct any defects in service.							

Post Transition Processes





During both implementation and post-transition processes, we are committed to building a strong partnership with Transwestern/State Farm. We recognize the importance of continual improvement by working together to resolve problems and minimize service deficiencies. Under a partnership arrangement, we are able to maximize performance and minimize costs for our customers.

During the first 30 days, Varsity performs a general audit of your facilities to create performance baselines:

-  Customer satisfaction survey
-  Test touch-point contamination baselines
-  Test carpet PH and assess asset life and warranty status
-  Test hard floor slip coefficient
-  Organize facilities in a chart to identify highest priorities

Recruiting Employees

For many job openings and contracts, it is necessary to recruit for new hires outside the company. To develop as large applicant pool, we typically must use as many recruiting mediums as possible:

-  Recommendations from Existing Employees
-  Job Advertisements
-  Job Services and Employment Agencies
-  Other Agencies



For a management or supervisory position, often the best candidate is found within the ranks of existing employees. Openings are posted on company bulletin boards and advertised via employee newsletters, and other means to inform current employees of opportunities.



Employee Screening and Background Checks

Varsity has developed a proprietary hiring system (HireOPS) that starts with an employment packet/folder to help orient prospective employees to the standards set by Varsity before they pursue employment.

The folder includes an orientation on our substance abuse policies, which qualify us for the Drug Free WorkPlace, and it also includes I-9 and Background Screening documentation:

Step 1. Employee completes Consent, Disclaimer and Release Form and I-9

Step 2. Manager faxes Consent, Disclaimer and Release Form to Corporate

Step 3. Basic Search results received within 24 Hours

The Basic Search includes the National Sex Offender Registry, the National Crime File database, and the Department of Corrections.

Step 4. Extended Search is performed

There are two options on the consent form: (chosen by the hiring manager): A two (2) county search or a seven (7) year search. Not all background checks search every county that a person has lived in for the past seven (7) years. It depends on which box is checked by the hiring manager.

The Varsity background check searches for prior criminal history, including the national sex offender registry. Between I-9 documentation and background checks, we screen out almost all applicants with potential residency and identity problems, and end up with a solid workforce of legal, law-abiding people.

Employee Retention Program

Varsity has one of the lowest turnover rates in the industry. This is most likely because of our incentive programs and low supervisor-to-cleaner ratio. In the past three (3) years our janitorial turnover rates have been 75% to 100%—compare this to the national average, which is about 300%.

Varsity offers competitive wages to employees, as well as health insurance, vacation and personal time off days to full-time, hourly and salaried team members.

Managers participate in a formal performance-based bonus plan, and many informal methods of recognition and rewards are utilized throughout the company.

Kronos® Timekeeping

Varsity uses a timekeeping system called Kronos® to schedule, manage and report on staffing. Our Kronos® timekeeping system enables us to validate employee time in building, through remote call-in timekeeping, or through mobile devices.



This capability gives us:

- Reporting on time in building – leading indicator for quality
- Accurate labor reporting for cost control

Kronos® Tactical Future Projects:

Automated text to supervisor when cleaner fails to clock-in against the schedule.

This enhancement will significantly increase our R3 Responsiveness Initiative.

The Kronos time-keeping system will generate a no-show report. At which point, contingency cleaners who have already been assigned to cover specific locations are dispatched to cover for the absent cleaner.

In this way, Varsity has been able to reduce variation for customer with have multiple locations.

Varsity Three-Level Training and Certification

Varsity's *JanOPS*® training standards are the highest in the industry. These standards reflect the value we put on the cleaning specialist's contribution to a healthy environment, and the notion that not everyone can clean for *S.H.A.P.E.*™ without first developing the necessary skills, knowledge, and attitudes.

JanOPS training is divided into three levels:

1. New-hire Training (includes specialized carpet care endorsed by the Carpet and Rug Institute)
2. On-the-Job Certification (Certification is tracked using the *JanOPS* New-hire Training Check Sheet)
3. Point of Contact (POC) Continuous Training (**includes OSHA, HAZCOM, SAFETY, SECURITY**)

Level 1	Level 2	Level 3
<p>JanOPS® New-Hire Training DVD/ Ops Manual</p>	<p>S.H.A.P.E. Skills TrainerOPS Certification</p>	<p>Visual Process Management Posters/Cards/Stickers</p>
		

Full Certification: Varsity certifies every janitorial employee in our proprietary janitorial cleaning system, **JanOPS®**.

The following training policies pertain to every JanOPS specialists:

- All cleaners must certify in the **JanOPS** New-Hire DVD and in each of the six TrainerOPS standards.
- Managers and supervisors responsible for training must certify in TrainerOPS by passing off each standard to a Certified District Manager.
- All continuous training events are recorded to ensure OSHA compliance and to meet other guidelines.
- Security and Safety Training – Meets both Varsity standards and the requirements in the Scope of Work provided by the customer.

New Employee Certification



Specialized Training DVD: Cleaners select a specialty and are then trained on the duties and techniques associated to that specialty.



Included in the training is our general workflow, which is designed to maximize cleaning efficiency and reduce service variation.

On-the-Job Certification

Level 2 training requires that cleaners demonstrate TrainerOPS cards, which guide Varsity's managers through the training to assure consistency across customer accounts.

Validated Training:

Specialists must complete the level 2 certification, and managers' report back using the form above.

NEW-HIRE TRAINING CHECK SHEET

Managers: Send to District or Regional office with new-hire paperwork

INSTRUCTIONS
Area manager or supervisor: Using the JanOPS training video and TrainerOPS cards, complete the certification requirements below, then sign, date, and send to your district or regional office.
District or regional office: Review the bottom part of this sheet to correct and update. Put a copy of this sheet in employee's file and send original to the corporate office.

CERTIFICATION REQUIREMENTS
(TrainerOPS Standards)

- Sell the Tone**
 - Introduce JanOPS S.M.A.F.E.
 - Emphasize Safety
 - Verify on "accidental fire" company
 - Justified need is a priority
 - Get safety commitment from specialist
- Building Security**
 - Entry codes
 - Alarm system
 - Emergency security procedures (panic)
 - Door unsecured, vent open, damaged windows/doors
 - Building keys
 - Never label with account name
 - Do not duplicate
 - Do not attach to personal keyring
 - Do not carry outside of work
 - Do not leave with unauthorized individual or in vehicle
 - ALWAYS double check to make sure they are locked
- JanOPS Video**
 - Specialist views New-Hire Training Video
 - Post 1: JanOPS training
 - Post 2: Safety training
- Knowledge Check**

Specialist correctly answered the following questions:

 - What is the JanOPS general workflow? (Clockwise, top to bottom, dry to wet)
 - What are the JanOPS focus areas? (Restrooms, lockers, bathrooms, employee mail, light switches, and door handles)
 - What do you look for in a 5/25 scan? (5 ft. - cleanliness detail, dust, trash, debris, corner spots, 25 ft. - large debris, safety hazards)
 - What is the Stop/Go process and which areas/activities do not apply? (You stop on an area, scan to see if it's dirty, and clean if necessary. Do not use Stop/Go process with JanOPS focus areas; these are cleaned each day)
- TrainerOPS Cards**

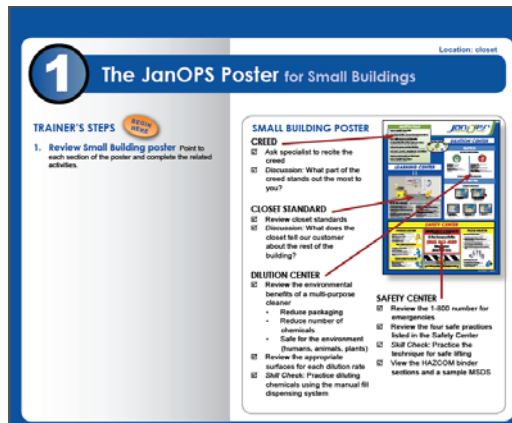
Specialist correctly demonstrated the JanOPS Cleaning System and S.M.A.F.E. Skill Checks are:

 - Shining
 - Waxing
 - Duffing
 - Closing
- Certify Specialist**
 - Award certificate
 - Issue uniform
 - Complete Check Sheet

Total Correct (on first try) **4**

please print
Area Manager Name: _____ District Manager Name: _____
Employee ID # (if known): _____ Employee Name: _____
Employee Signature: _____ Date: _____

Varsity Facility Services 02/2012



Point of Contact (POC) Training

Each cleaning process is visually reinforced and managed using our third level of training that we call Point-of-Contact (POC) training. This is an example of a POC sticker that goes on the restroom cleaning cart. It demonstrates JanOPS standards for managing cross contamination points.



Visual Process Management







Point-of-Contact (POC) standards are used in our daily training, and weekly quality audits reinforce precision in following JanOPS® SHAPE designed processes. We take before-and-after photos of key surfaces that each crew is responsible for maintaining—providing a poor, good, excellent visual representation of how surfaces should look. We incorporate these pictures into our visual management system.



Specialized Security Training

Employees will be trained in procedures to enter and exit facilities and secured. Employees are provided additional training on the importance of “no tailgating” when passing through secured areas. This prevents entry by unauthorized personnel into the building.

The following training topics are addressed when clients require a higher level of security for their facilities:

-  Badge and Key Usage
-  Use of Entrance Codes
-  Emergency Security Procedures
-  Identification of Authorized Personnel
-  Understanding Alarm System Protocols
-  Team Cleaning Security Protocols



Janitor Closets

Janitor closet standards also help measure the performance level within the facility. The first thing an area manager does in a system audit is inspect the closet. If closet standards are not being met, the manager knows that a thorough audit is needed to assess the health of the operating system, OSHA compliance and safety.



Uniforms and Appearance

Our uniforms represent the *JanOPS*® brand signifying leadership, professionalism and a commitment to clean for *S.H.A.P.E.* It reinforces the concept that specialists make a significant contribution as protectors of health, assets and the environment. Varsity's uniforms also reflect an athletic connotation for the productivity standards expected from our cleaners. Uniforms are designed to differentiate specialists from traditional janitors and to assist in the security of the building.



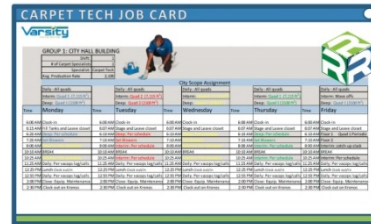
Total Quality Management

Our cleaning operations are designed to capture a continuous flow of service data through our Web-based facility management system. Customers can customize data they receive and create customizable audits and inspections that measure process improvement and compliance with Scope of Work and SLA.

We use the following inspection/quality assurance programs and methods:

1. We incorporate job cards to increase production rates and eliminate variation in performing the cleaning tasks.

Job cards incorporate the **Customer's Scope of Work**, **JanOPS® SHAPE** standards, and/or **APPA Custodial Cleaning Guidelines**.



2. We perform and document system and organizational audits and inspections on a regular basis.

Varsity Administrative Building				
SAMPLE Quality Audit				
Branch Name		Date		
Audited By				
Location	Scoring Range	Rating	Comments/Action Plan	Repeat Audit?
ENTRY Dusting, vacuuming, glass, metal benches, mats, push/pullers & handles, floorwax, corners & trim	A= 20 B= 15 C= 10 D= 5 F= 0			
LOBBY Dusting, vacuuming, carpet padding, corners & edges, waste bins, furniture, telephones, wall padding, blinds, check signs	A= 20 B= 15 C= 10 D= 5 F= 0			
CAFETERIA Dusting, vacuuming, carpet padding, corners & edges, waste bins, furniture, telephones, wall padding, blinds, check signs	A= 15 B= 10 C= 5 D= 0 F= 0			
CONF ROOMS / OFFICES Dusting, vacuuming, carpet padding, corners & edges, waste bins, furniture, telephones, check bins, wall padding, blinds	A= 10 B= 5 C= 0 D= 0 F= 0			
RESTROOMS compartments, laboratories, kitchen & breakrooms, storage, waste	A= 10 B= 5 C= 0 D= 0 F= 0			

3. We manage customer requests and complaints through our **24/7 Customer Support Center** that is accessed through our **1-800 Hotline**.



4. Varsity's work order, inspection and periodic work management system provides a direct, inside view of Varsity's performance and adherence to the customer's expectations.

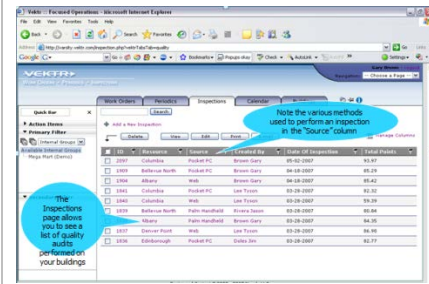
Did custodial service complete a request that I called in on the 1-800 Hotline?

You can see work orders, their assigned priority level, and when they are closed (completed) in real-time.



5. Customized templates built on Web-based and Smartphone technology.

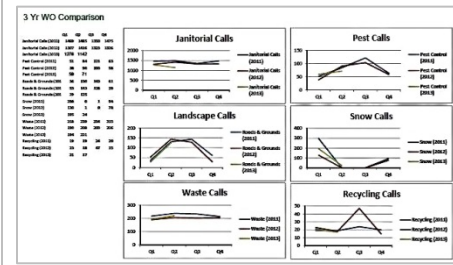
If you have an inventory of the cleaning spaces, and know what cleaning activities need to be performed in each space, and how often they need to be performed, then Varsity can model its technology and cleaning operations according to your requirements and specifications.



6. We can schedule tasks, audit, conduct inspections and create reports online, and so can you. Our technology is totally visible and accessible to our customers. If any quality audit or inspection detail fails, we generate a work order and track it online through a closed-loop communication process.



7. Our CMMS can gather data that customers and facility managers need for their own reporting requirements.



8. **Voice of the Process (VOP)** is the process of capturing data to measure our responsiveness.

Voice of the Customer (VOC) is obtained from customer feedback using surveys and meetings. **VOC** gathers the following data:

- In-person Customer Needs
- Customer Priorities
- Customer-focused Blueprint
- Quarterly reviews – **R3 Dashboard**

Both types of data help us determine and improve our reliability and responsiveness.



System Audits and Inspections

Facility management system gives you cleaning-related inspection data at your fingertips. Facility Maintenance Data:

- 🏠 Is available electronically via handhelds or laptops
- 🏠 Provides real-life feedback by correlating complaint calls with responsiveness
- 🏠 Helps both facility managers and area managers drive decisions for continuous improvement
- 🏠 Ensures that compliance with the Scope of Work, Service Level Agreement and environmental sustainability requirements.



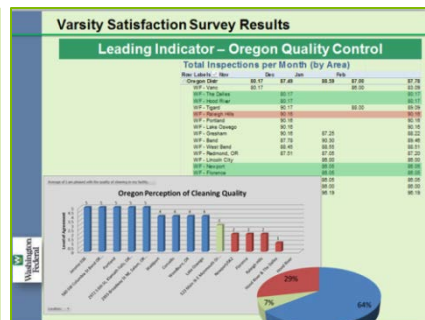
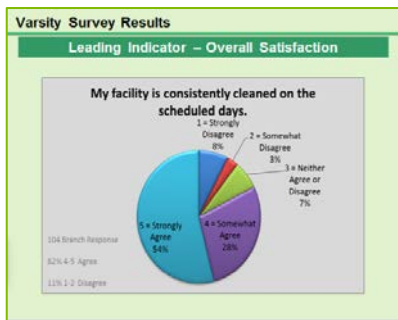
R3 Dashboard

Varsity will monitor all performance measurements using the R3 Dashboard. The excel dashboard will be sent out monthly to State Farm FMs along with a detailed action plan for addressing negative trends.



Quarterly Reviews

Dashboard results roll up into quarterly performance reports. Quarterly reviews will be conducted to assess the continuous improvement process. During the review, each SLA metric will be reported on and tallied according to the points described in the SLA agreement.





Pricing

Added Value – Method of Approach

Strategy – R3 Business Model

R3 will introduce sophisticated management practices and technology into your janitorial operations.




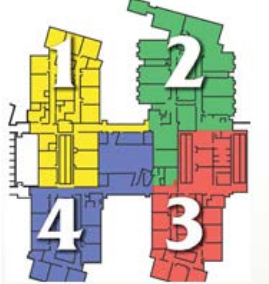
R3 reduces process waste by introducing **R3** Statistical Process Control, Root Cause Analysis, Kaizen problem solving, Dashboard Account Management, and Lean Standard Work into the cleaning *process*.



R3 is why we practice open-book disclosure. We believe all operations are subject to **R3** improvement, and we'll work jointly with your team to target additional cost savings. Using **JanOPS®**, **SHAPE™** and **R3**, can increase productivity, lower costs and provide excellent service. While our price may not be the lowest bid, we do offer the most value for your janitorial spend by maintaining a level of excellence your clients demand.

R3 Reliability





R3 reliability is all about minimizing variation in how the cleaning service is delivered. The less variation, the more reliable the service. Standardizing systems and processes automatically reduces variation and we have fewer complaints.

Component	Description
 <p>JanOPS® Operating System</p>	<p>Establish JanOPS Standard Work</p> <p>Minimize production variation in districts and areas. Make your success repeatable.</p> <ul style="list-style-type: none"> Includes staging duties, workflow, SHAPE, team cleaning duties and closing duties. Standardized ordered workflow SHAPE cleaning strategy reduces variation in Safety, Health, Asset preservation, Productivity and Environment.
	<p>Implement JanOPS 5S Closet Standards</p> <p>Minimizes variation in closet set ups:</p> <ul style="list-style-type: none"> Setting in order closet Stocking supplies Cleaning and maintain equipment <p>Reduces wasted time for next cleaning shift to set up.</p>
	<p>Buy only from approved purchase list:</p> <ul style="list-style-type: none"> Standardized order guides through Net Supply (Intranet online ordering). Standardized equipment and chemicals designed to maximize a consistent SHAPE output.
 <p>Production Quadrants</p>	<p>For larger buildings, implement production quadrants</p> <p>Systemized cleaning minimizes variation in how cleaning is performed, and this maximizes our productivity.</p> <ul style="list-style-type: none"> Streamlined organization of cleaning labor Efficient work flow and routing of cleaning service Cleaning tasks tied to production rates and workflow Improved security and supervision of cleaning staff Measured continuous improvement



Job Card





For larger buildings, implement further visual process management through job cards.

-  Job cards efficiently schedule and route cleaning services.
-  Effective new-hire training and cross-training.
-  Continuous productivity improvement.
-  Improved security and supervision, as time and location of cleaners are known.

R3 Responsiveness

R3 Responsiveness takes into consideration two forms of responsiveness: Reactive responsiveness and proactive responsiveness. When a customer has a need or concern, it triggers reactive responsiveness.

Reactive response is triggered by the following activities:

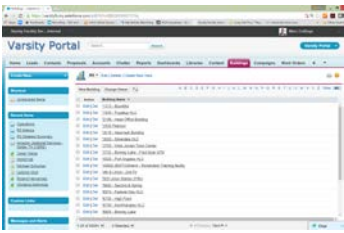


-  Responses to request work orders
-  Complaint generated work orders
-  Emergencies such as floods, spills etc...
-  VIP Visits

Significant resources within your school go into reactive responsiveness. For example, someone has to take the call; dispatch the call, go the site, and fulfill the request. Afterwards, someone has to follow-up. The more we have to react the more resources are required.

When we solve a problem before it hits our customer’s desk or when we anticipate a need and meet before the customer knows—that is proactive responsiveness. Proactive responsiveness takes time up-front, but it actually reduces the frequency in which we must respond reactively.

Both Reactive and Proactive Responsiveness are important within **R3**, but our goal is to maximize proactive responsiveness.

Reactive Activities

Component	Description																		
<p>Force.com Operations Database & Customer Portal</p> 	<p>Operations database on Force.com</p> <p>One place to understand and respond to customer needs.</p> <ul style="list-style-type: none"> 360° insight on building information. Integration with work orders, quality audits and periodic work. Automation of account management for customer. Robust API for integrating with customer system. 																		
<p>R3 Onboarding Tools</p> 	<p>On-board customer with Varsity Support Center</p> <p>Makes it easy for customers to reach us, and puts a team behind responding to our customers' needs</p> <ul style="list-style-type: none"> Single call for the customer (1 800) 24/7 responsiveness. Maximizes velocity in responding to customer's needs. Creates a history of responsiveness used in measurement and reporting. Customer communications tools to help maximize customer adoption 																		
<p>R3 Response Times</p> <table border="1" data-bbox="227 1123 584 1417"> <thead> <tr> <th>Priority</th> <th>Response Times</th> <th>Examples</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>4 Hours</td> <td> <ul style="list-style-type: none"> • Safety, health or asset hazards • Flooding or janitorial emergencies • Missed services </td> </tr> <tr> <td>2</td> <td>12 Hours</td> <td> <ul style="list-style-type: none"> • Carpet moisture • Tar on floor </td> </tr> <tr> <td>3</td> <td>36 Hours</td> <td> <ul style="list-style-type: none"> • Graffiti clean up • Spot clean carpets </td> </tr> <tr> <td>4</td> <td>7 Days</td> <td> <ul style="list-style-type: none"> • Wash windows • Strip & wax floors • Extract carpet or upholstery </td> </tr> <tr> <td>5</td> <td>Next Visit</td> <td> <ul style="list-style-type: none"> • Standard janitorial complaint </td> </tr> </tbody> </table>	Priority	Response Times	Examples	1	4 Hours	<ul style="list-style-type: none"> • Safety, health or asset hazards • Flooding or janitorial emergencies • Missed services 	2	12 Hours	<ul style="list-style-type: none"> • Carpet moisture • Tar on floor 	3	36 Hours	<ul style="list-style-type: none"> • Graffiti clean up • Spot clean carpets 	4	7 Days	<ul style="list-style-type: none"> • Wash windows • Strip & wax floors • Extract carpet or upholstery 	5	Next Visit	<ul style="list-style-type: none"> • Standard janitorial complaint 	<p>Communicate to customers and train R3 Standard Response times</p> <p>Standardizes responsiveness for common issues making teams efficient in applying an appropriate response.</p> <ul style="list-style-type: none"> Establishes priority protocols and prevents excess expectations.
Priority	Response Times	Examples																	
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<p>R3 Smartphone App</p> <p></p>	<p>On-board customers and management teams on the R3 Smartphone App.</p> <p>Maximizes responsiveness through real-time reporting and business managements.</p> <ul style="list-style-type: none"> Convenient closing of work orders and requests -- making process compliance easier and more probable. Places work order management, building info, electronic quality audits, periodic work management, calendar and tasks all in one app. 																		

Reports	Description
<p>Needs Diagnosis & Prioritization</p>	<p>Effective way of understanding the customer’s expectations and reducing what to focus on.</p> <ul style="list-style-type: none"> 🌿 In-person Customer-Needs Diagnosis: <ol style="list-style-type: none"> a. Varsity administers a simple but effective survey tool to probe and determine customer priorities 🌿 Customer Requirement Prioritization <ol style="list-style-type: none"> b. The output from the Needs Diagnosis are entered into a standard tool to understand the relative importance of customer priorities across key processes
<p>Customer Blueprint</p>	<p>On-board customer with Varsity Support Center</p> <p>Customer expectations on a single page.</p> <ul style="list-style-type: none"> 🌿 Defines Top Seven customer expectations. 🌿 Clarifies customer needs. 🌿 Clarifies customer expectations. 🌿 Formats expectations into a measurable definition. 🌿 Identifies whether expectations have a cost impact on the contract. <p>All stakeholders are on the same page, as well.</p>
<p>Customer Survey</p>	<p>Conduct customer surveys</p> <p>Let’s you into the customers perception of how well you are implementing R3.</p> <ul style="list-style-type: none"> 🌿 Designed to assess reliability and responsiveness 🌿 Helps you assess where services need improvement

Reports	Description
<p style="text-align: center;">Standardized Quarterly Agenda</p>	<p style="text-align: center;">Standardized Quarterly Review Agenda</p> <p>Integrates the blueprint, survey's and leading and lagging indicators (see below) into a quarterly performance review.</p> <ul style="list-style-type: none"> Put assessment of any changing expectations into the quarterly review, which helps us anticipate needs. Assesses business situations, so we can proactively respond to changing business environments. Generates an Action Plan that initiates continuous improvement processes.

Measurement and Reporting

Measurement is a key activity within **R3** responsiveness, because how well we measure determines both our ability to respond with velocity to reactive work orders, and our ability to prevent reactive work orders. It also determines what gets done. As we describe the core activities for both reactive and proactive responsiveness, we will provide their accompanied measures and reports.

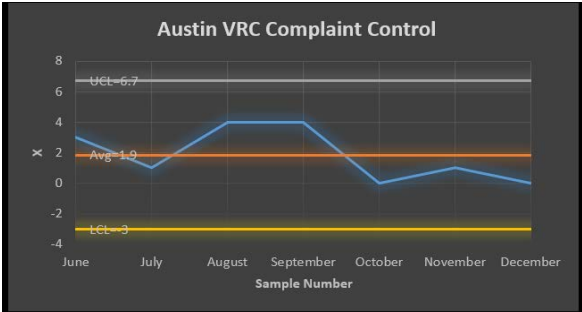

Component	Description
<p style="text-align: center;">R3 Dashboard</p>	<p>R3 creates proactive responses to real-time data improving account management. Dashboard metrics include:</p> <ul style="list-style-type: none"> Building quality index dial Periodic completion dial On-time work order closure dial Complaint Pareto charts by building, type and service Process control charts Dashboards identify problems which are analyzed for root causes. <p>Consolidated data into easily read dials and graphs so the problems can be quickly identified & marked for RCA.</p>

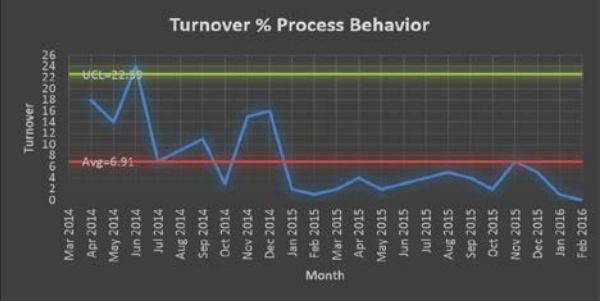
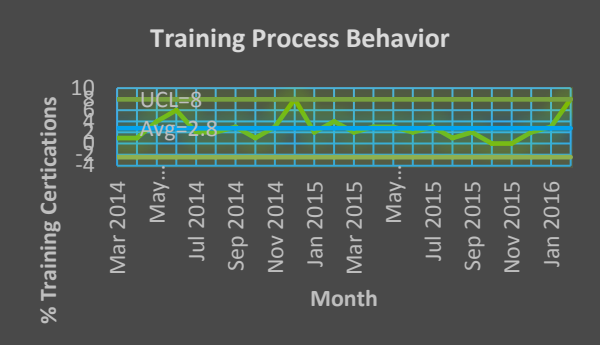
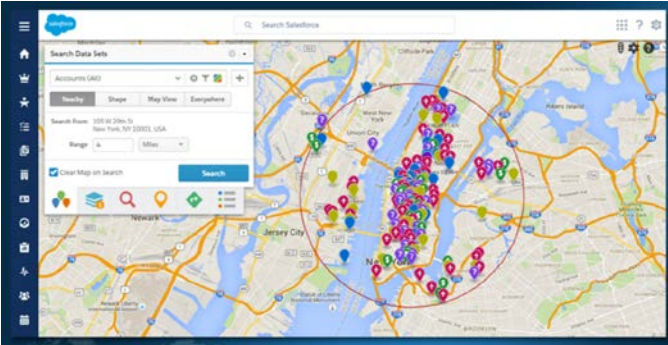
R3 Leading and Lagging Indicators Reporting

Both leading and lagging indicator reports are simplified into the dashboard. This takes away the time and resources that goes into generating reports, and puts resources into analysis and problem recognition.

Leading Indicators

Leading indicators give us deeper insights into our process signaling warnings that something is gone wrong. When we pay attention to leading indicators, we can catch problems before they hit our customer's desk. Leading indicators measure our proactive responsiveness by giving the ability to react before the process completely breaks down.

Leading Indicator Reports	Description
<p style="text-align: center;">Process Behavior Charts</p>  <p>The chart shows 'Austin VRC Complaint Control' with a blue line representing data from June to December. It includes a red UCL line at 6.7, a blue Avg line at 1.9, and a yellow LCL line at -3. The x-axis is labeled 'Sample Number' with months from June to December.</p>	<p>Start gaining insights into operations through trends in lagging indicators</p> <p>R3 reduces variation improving reliability and responsiveness through statistical process control:</p> <ul style="list-style-type: none"> Helps account team separate process noise from real signals that flag real problems. Increases the account team's efficiency in managing the account. Enables less overhead.
<p style="text-align: center;">Time On-Site Report</p>  <p>The bar chart shows 'On-Site Times <20 minutes' with bars for TX, WA, OR, UT, NV, and ID. The y-axis ranges from 0 to 2000. TX has the highest value at approximately 1600. The chart includes filters for 'Month', 'Time = < 20 Min', 'C...', and 'Under 1,500 sq ft'.</p>	<p>Focus on exactly where and what the issues area.</p> <p>Support center will set up reports for the following lagging indicators:</p> <ul style="list-style-type: none"> Top-ten Complaints Top-ten Problem Locations Time threshold based on building size

Leading Indicator Reports	Description
<p data-bbox="370 289 695 321">Turnover Process Behavior</p> 	<p data-bbox="885 275 1344 306">Monitor turnover on your dashboard:</p> <p data-bbox="885 310 1463 415">Turnover is a leading indicator of not only problems, but wasted time and effort to replace and bring new team members up to speed.</p> <ul data-bbox="885 453 1442 558" style="list-style-type: none"> Use process behavior charts to sort signals from noise helping to get a handle on real problems.
<p data-bbox="215 688 847 720">Avg. Training Certifications to New Employees Ratio</p> 	<p data-bbox="885 680 1463 743">Start measuring the number of JanOPS training to new employees ratio</p> <p data-bbox="885 747 1377 810">Training deficiency is a significant leading indicator of quality problems to come.</p> <ul data-bbox="885 852 1442 999" style="list-style-type: none"> Identify where training deficiency is occurring. Know how well <i>JanOPS</i> training process is being followed.
<p data-bbox="402 1144 662 1176">Issues Heat Mapping</p> 	<p data-bbox="885 1129 1463 1161">Heat mapping issues in our force.com platform</p> <p data-bbox="885 1165 1463 1228">Force.com allows us to heat map all of our work order and inspection data.</p> <ul data-bbox="885 1270 1442 1417" style="list-style-type: none"> Identify areas with highest complaints Identify areas with the greatest number sites with amount of time in Building (less than threshold).

R3 proactive responsiveness is mostly about data. Without data, you are left with unanalyzed opinions. With data, you can gather deeper insights into Varsity’s services, and how those services are affecting your facilities.

Lagging Indicators

Lagging indicators gives a look back. They allow us to trend the data over time and determine positive of **R3** implementation and negative effects of a lack of **R3** within the operation. Lagging indicators are good measures of our reactive responsiveness.

Lagging Indicator Reports	Description
<p style="text-align: center;">Trends Reports</p> <p style="text-align: center;">Varsity Complaint Trend</p>	<p>Start gaining insights into operations through trends in lagging indicators</p> <p>The support center will set dashboard reports for the following lagging indicators:</p> <ul style="list-style-type: none"> Total # Work Orders per site On-time Work order Completion Complaint Ratio Trend Quality Inspection Averages On-time Periodic Work completion
<p style="text-align: center;">Lagging Pareto by site, issue or area</p> <p style="text-align: center;">Top Issues Pareto</p>	<p>Focus on exactly where and what the issues are.</p> <p>The support center will set up reports for the following lagging indicators:</p> <ul style="list-style-type: none"> Top-ten complaints Top-ten Problem Locations
<p style="text-align: center;">Service Level Agreement Dials (SLA's)</p>	<p>Gets team focused on SLA's –where Varsity is underperforming.</p> <p>The support center will set up reports for the following lagging indicators:</p> <ul style="list-style-type: none"> Building Quality Index Dial Periodic Completion Dial On-Time Work Order Closure Dial

Lagging Indicator Reports		Description
<h3 style="text-align: center;">Inspection Activity</h3>		<p>We list every inspection by the following information:</p> <ul style="list-style-type: none"> Address ID Facility Name State Month - Year Inspection Date Completion Date Inspector
<h3 style="text-align: center;">3-Year WO Comparison</h3>		<p>Quarterly Work Order volume charts by service :</p> <ul style="list-style-type: none"> Complaints Requests Moves Emergencies

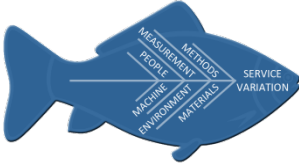
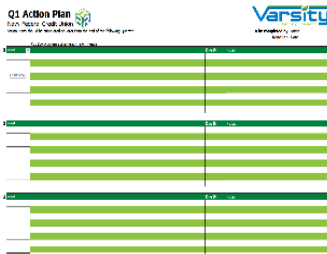
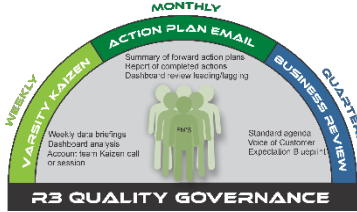
R3 Reduction

R3 Reduction uses a structured approach to:

1. See “Waste” and reduce it.
2. Seeing abnormal “Variation” and reduce it.

These two simple goals make **R3** reduction simple. Everyone can learn to “see waste.” With a little training, they can also see “abnormal” variation. The structured approach is centered on what is called a Kaizen Event. (Kaizen, by definition, is small changes for the better.)

A Kaizen event starts with data. This is where weekly data briefing comes into play. In those meetings, look at the history behind the leading and lagging indicators found on the dashboard.

Component	Description
<p data-bbox="293 247 440 275">Kaizen Event</p> 	<p data-bbox="573 289 1386 363">Account team describes and evaluates current state of the account using the Dashboards from R3 Responsiveness or other data.</p> <p data-bbox="573 401 1333 474">Gets the team proactively anticipating problems and creating continuous improvement through 1-day or 5-day Kaizen events.</p> <ul style="list-style-type: none"> <li data-bbox="573 506 1360 579">🏠 Describe current state of the account through dashboard data and other data. <li data-bbox="573 579 1138 611">🏠 Create a value stream map of current state. <li data-bbox="573 611 1365 716">🏠 Evaluate current state by going to the process and observing it <ul style="list-style-type: none"> <li data-bbox="667 653 911 684">○ Analyze 8 Waste <li data-bbox="667 684 951 716">○ Analyze Root Cause <li data-bbox="573 716 1325 789">🏠 Describe the future state of the account by coming up with improvement solutions.
	<p data-bbox="573 827 1349 900">Convert future state map into operations through the R3 Action Plan:</p> <p data-bbox="573 938 1179 970">Action plans put Kaizen Event solutions into action.</p> <ul style="list-style-type: none"> <li data-bbox="573 1001 1057 1033">🏠 Identify who will do what in the plan <li data-bbox="573 1033 805 1064">🏠 Identify actions <li data-bbox="573 1064 826 1096">🏠 Identify due date
<p data-bbox="203 1289 532 1320">Service Quality Governance</p> 	<p data-bbox="573 1178 1365 1251">Govern the account through a 3-Step Service Quality Governance (SQG):</p> <p data-bbox="573 1289 1305 1320">Establishes a regular pattern for Service Quality Development</p> <ul style="list-style-type: none"> <li data-bbox="573 1352 1260 1383">🏠 Weekly data briefing meetings (Review of dashboard) <li data-bbox="573 1383 1349 1457">🏠 Flagged improvements moved to either 1 day or 5 day kaizen event <li data-bbox="573 1457 1227 1488">🏠 Action plan with Kaizen future state improvements <li data-bbox="573 1488 984 1520">🏠 Action plan email to FM teams <li data-bbox="573 1520 935 1551">🏠 Quarterly business Review <ul style="list-style-type: none"> <li data-bbox="667 1562 1187 1593">○ Review customer expectation blueprint <li data-bbox="667 1593 1325 1667">○ Review current state of leading & lagging indicators (Assess overall performance) <li data-bbox="667 1667 1349 1698">○ Action plans review and action additions from review

Systems – JanOPS® and SHAPE™

Varsity stays current in all in the innovations and principles that support our janitorial operating system called **JanOPS®** and **SHAPE™**.

JanOPS® is a systemized approach to cleaning designed to improve service-level consistency and quality. The cleaning system transforms janitorial service through Lean Sigma principles used in manufacturing to minimize operational costs by reducing variation. Standardized training, processes and products are engineered for (**S.H.A.P.E.™**). This ensures cleaning specialists adhere to processes and practices of a high-performance, sustainability program.



S.H.A.P.E.™ Cleaning

S.H.A.P.E.™ is a scientific, data-driven approach to cleaning, using advanced equipment and processes, that focuses on Safety, Health, Asset Preservation, Productivity and the Environment. **JanOPS®** cleaning specialists are not just custodians; they are protectors of health and the environment. This important designation increases our pride and commitment to deliver consistent **S.H.A.P.E.™** results.

SHAPE Skills



SHAPE best practices include cleaning cross-contamination-points, microfiber towel usage, ergonomic, low decibel vacuuming, and more.

SHAPE cleaning is visually reinforced and managed using our third level of training called “Point of Contact” (POC) training.

From their professional uniforms, to their industry-leading equipment, to their high-performance, sustainability program practices, **JanOPS®** specialists are set-up to succeed in getting your facilities in **S.H.A.P.E.™**.

The base components of our method of approach are as follows:

Method of Approach	Purpose
Analysis - Lean Six Sigma	Eliminate cleaning waste of time and resources by streamlining practices and processes
Policy - Green Cleaning	Using environmentally-friendly chemicals, equipment and sustainable products and practices to reduce our environmentally footprint
Certifications – Green Cleaning	ISSA CIMS and other Certifications, Green Label Certified Products, CRI Certified Equipment
HHPC Certified Day Cleaning	Healthy, High-Performance Certified (HHPC) means we can effectively offer this cost ad energy saving alternative to cleaning
Concrete Cleaning	We offer an environmentally-friendly solution to cleaning oil stained concrete surfaces.
Four-stage Carpet Plan	We have an intensive carpet care plan to extend the life of your carpet.
BioShield	During Cold and Flu Season, we offer a touch-point cleaning solution that cleans and eliminate germs for up to 30 days using nanotechnology.
Other Innovative Solutions	We stay on the cutting edge of technology when it comes to innovations in cleaning, using state-of-the art equipment and new methods to eliminate the spread od germs and bacteria.

Analysis - Lean Six Sigma

This mostly means identifying Eight (8) Wastes that are typically found in traditional janitorial services. This is called (D.O.W.N.T.I.M.E.).



Lean Sigma Green Belts

We have become Lean Sigma certified and have offered to help other facility managers obtain the Lean Sigma Green belts. Most of our Division Managers have been certified as Green Belts. Our Lean Sigma incentive was developed by working with manufacturing industries to offer a philosophy of streamlining, waste elimination, and energy conservation.








Policy - Green Cleaning

Varsity’s commitment to the environment, health and sustainable practices is built in to our JanOPS® cleaning system, Lean Sigma approach, and R3 Business Model. Varsity recognizes opportunities to do more for our customers and our planet with solutions that **minimize waste, maximize operational efficiency and protect human health**. This has made Varsity an industry leader in green cleaning and sustainability.

Varsity uses only environmentally responsible chemicals, products, processes and packaging. We proactively introduce environmentally conscious programs such as solid waste management and recycling. Varsity’s cleaning system is ISSA CIMS-Green Building certified and compliant with LEED-EB requirements -- enabling you to earn up to six points toward LEED certification. Varsity is one of 12 organizations in the industry to certify as a green building company with Honors.

Through a third party, Varsity is audited for its:










-  Green building policy
-  Sustainable products
-  Materials and equipment
-  Indoor pollutant source control
-  Green chemicals



Varsity cleaning specialists receive sustainability training. There are sections that address: **Our Environment, Indoor Environment, Sick Buildings, and Cleaning for Health and Green Cleaning.**

Specific sustainability issues are addressed in our “Green Cleaning Field Guide.”

Here are some of the accomplishments Varsity has been able to achieve:

-  Implemented green products, services and practices in 2,800 banks and offices for CBRE and Chase Banks
-  Converted 18,000 facilities to green **at no additional cost to the customer.**
-  Implemented green chemicals and practices in 6,000 facilities.
-  Built an 80,000 ft.² LEED Platinum **Museum of Clean** in Pocatello, Idaho.
-  Received the Ashkin Group Green Cleaning Champion Award.
-  On the Green Council for Washington Mutual Bank.
-  On council for Integrated Pest Management with EPA, ASHKIN, and industry leaders in Washington D.C.
-  Uses products that meet EPA requirements and are Green Seal and Green Guard certified.
-  Helped customers achieve additional points toward their LEED-EB certification.

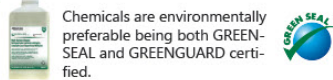
Varsity's Nine Green System Standards

Green: Systemized

Varsity is the first building service contractor to move beyond a green program; we developed a standardized, proprietary janitorial operating system—JanOPS®. The JanOPS is a healthy, environmentally sound approach to cleaning. Here's how we achieve green with JanOPS:

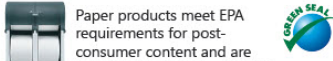


1 GREEN CHEMICALS



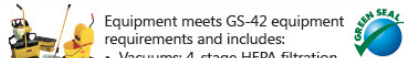
Chemicals are environmentally preferable being both GREEN-SEAL and GREENGUARD certified.

2 GREEN PAPER/LINERS



Paper products meet EPA requirements for post-consumer content and are GREENSEAL GS-01 and GS-09 certified.

3 GREEN EQUIPMENT



Equipment meets GS-42 equipment requirements and includes:

- Vacuums: 4-stage HEPA filtration, sound levels less than 70 dB, CRI-certified
- Two-towel microfiber cloth cleaning system
- Dual-chamber mop buckets to reduce cross contamination
- Microfiber mopping system

4 CLOSET STANDARDS



5 CLEANING SYSTEM



8 RECYCLING SYSTEM



6 GREEN FOCUS AREAS



9 BEHAVIOR SUPPORT



7 LEED-EB POINTS



The following are nine Green System standards that varsity upholds:

1. **GREEN CHEMICALS:** JanOPS® standardized cleaners and floor care products are ecologically certified, low pH, and consistent throughout the company.
2. **GREEN SUPPLIES:** Varsity supplies are purchased in bulk based on their packaging, shipping and waste minimization.
3. **GREEN EQUIPMENT:** Our equipment is designed for minimum footprint on the environment and maintains low dBA levels. HEPA four-level filtration system captures and contains 99.97% of particulates down to .3 microns.
4. **CLOSET STANDARDS:** JanOPS® janitorial closet standards helps measure the performance level being achieved within the facility.
5. **JanOPS® CLEANING SYSTEM:** Varsity JanOPS® cleaning specialists reinforce Green Cleaning policies.

6. **GREEN FOCUS AREAS:** Varsity cleaning specialists know that areas require special consideration, mainly trash pick-up and removal.
7. **LEED-EB POINTS:** To receive LEED certification, building projects satisfy prerequisites and earn points to achieve different levels of certification. LEED certified buildings save money and resources and have a positive impact on the health of occupants, while promoting renewable, clean energy.
8. **RECYCLING PROGRAM:** Varsity promotes and manages an aggressive recycling program to divert waste from landfills and shares cost savings with customers from recycling.
9. **BEHAVIORAL SUPPORT SYSTEM:** Our cleaners develop the necessary skills, knowledge, and attitudes that instill **SHAPE** behaviors into cleaning routines. Continual reinforcement is maintained to follow the most sustainable practices possible. Additionally, Varsity builds into its current practices and policies specific behaviors and practices pertaining to **lights, water and electricity**.

ISSA CIMS and Green Cleaning Certifications

Varsity has earned recognition from several leading industry groups for its innovation, sustainability efforts, and commitment to providing quality facility services. Some of the awards and certifications we have earned are listed below:

	<ul style="list-style-type: none"> 🌱 1st building service contractor to achieve CIMS Certification 🌱 1st to receive CIMS honors designation (Exceeded CIMS standards) 🌱 Verification: -- http://issa.com/?id=certified_organizations&lg 🌱 CIMS Auditor: Collin Butterfield 🌱 Plans for re-certification: ISSA when due (April 2012)
	<p>Varsity is one of only 12 organizations in the industry to certify as a green-building company. Through a third-party auditor, Varsity was audited for its:</p> <ul style="list-style-type: none"> 🌱 Green building policy 🌱 High-performance cleaning program 🌱 Custodial effectiveness 🌱 Sustainable cleaning products, materials and equipment 🌱 Indoor chemical-and pollutant-source control
	<p>Varsity is a proud recipient of the Ashkin Group Green Cleaning Champion Award. The award is given to companies that support the Ashkin Group’s mission of creating healthier, more productive indoor environments with lower burdens on natural systems, while creating sustainable value.</p>




	<p>Varsity received the BSCAI Image Award for Best Company Uniform. This award recognizes Varsity’s leadership in enhancing the image of the industry. Varsity high-performance uniforms are worn by its <i>JanOPS</i>® cleaning specialists. Varsity received the 2012 BSCAI award for safety.</p>
	<p>Varsity is HHPC Certified in Daytime Cleaning. This designation means that Varsity management has been through a comprehensive training process for full implementation of day cleaning services for customers who wish to make this change. Day cleaning has been proven to lower energy and staffing costs, as well as provide other significant benefits to organizations making the switch.</p>
	<p>Varsity is a CRI Approved Vendor. The Carpet and Rug Institute is a nonprofit trade association representing the manufacturers of more than 95% of all carpets and rugs made in the United States. Varsity cleans over 120 million square feet of carpet a year throughout the United States and Canada.</p>
	<p>Varsity has received the Simon Property Group Baxter Lee Award four times. This annual award recognizes one manager who demonstrates outstanding Total Facility Service performance, including ancillary sales, facility maintenance, and team leadership.</p>
	<p>The CITS program is an industry training standard that evaluates programs against strict criteria. Varsity’s <i>JanOPS</i>® TrainerOPS is a certified CITS training program.</p> <ul style="list-style-type: none">  <i>TrainerOPS</i>® training is certified as comprehensive janitorial skills course  <i>TrainerOPS</i>® is certified as focused on improving health and the true value of clean  <i>TrainerOPS</i>® is certified in comprehensive janitorial safety protocols  <i>TrainerOPS</i>® is certified as having effective training testing and evaluation

Green Certified Products

Managers and supervisors are not authorized to purchase outside the standard chemicals. By standardizing our cleaning chemicals, Varsity ensures all products are environmentally certified.













R3 Reduction

-  Minimizes product usage
-  Minimizes training
-  Packaging is reduced

Environmentally Certified



Product	Description
	<p>Alpha HP Multi-Surface Cleaner</p> <p>Cleans and brightens surfaces safely and easily. Use on floors, walls, glass and other hard surfaces. Wool-safe approved for use in carpet extraction, pre-spray and spotting. This product is colorless with a citrus scent. Green Seal® Certified.</p>
	<p>Crew Emerel Multi-Surface Crème Cleaner</p> <p>This cleaner attacks difficult bathroom stains with an acidic, mildly abrasive formula; removes buildups, grease, scuffs and soap scum. Use on porcelain, ceramic, chrome, Formica®, fiberglass and other surfaces not harmed by acids or mild abrasives. Green Seal® Certified.</p>
	<p>Crew NA Bowl Cleaner</p> <p>This Toilet Bowl Cleaner is a non-acid, multi-surface restroom disinfectant cleaner. Cleans, disinfects and deodorizes toilet bowls, urinals, sinks, faucets, and countertops. Also cleans other hard, non-porous bathroom surfaces.</p>
	<p>Glance NA Glass and Multi-purpose Cleaner Non-Ammoniated</p> <p>Non-streaking, quick-drying, non-ammoniated glass cleaner. Use on most washable surfaces including chrome, stainless steel, and bathroom fixtures. Also use on laminate countertops. Green Seal® Certified.</p>
	<p>Johnson Diversey Aquaria Floor Finish</p> <p>A clean, long-lasting floor finish that meets your environmental expectations. Durable, proven polymer technology. Exceptional buff response. Off-white in color with an ammonia scent. Green Seal Certified.</p>

Product	Description
	<p>Johnson Wax Freedom SC Stripper</p> <p>Freedom SC Floor stripper saves up to half the time and labor versus ordinary stripping procedures. No machine, stripping pads, neutralizers or multiple rinses. Use with a machine for those problem build-ups. No ammonia.</p>
	<p>Johnson Diversey Heavy Duty Pre-Spray Plus</p> <p>Triple-action formula for every carpet cleaning need, including: pre-spray, bonnet buff, and extraction cleaner. Green Seal certified pH neutral cleaner for pre-spraying to loosen heavily soiled carpets. Contains soil repellent material to help reduce re-soiling on carpet.-Safe to use on all carpets including wool-Dilution Rate: 1:40 - 1:320</p>
	<p>Johnson Diversey Shampoo</p> <p>Emulsifies soils from wicks to the carpet's surface. Works with rotary and dry-foam cleaning processes. Leaves no tacky residue. Safe on all carpets, including wool.</p>
	<p>Johnson Diversey Prominence Heavy Duty Floor Cleaner</p> <p>Highly effective cleaner designed to remove soils and oils without dulling or altering the appearance of the floor. Quickly emulsifies dirt for fast removal. PH-neutral when diluted. Offers the flexibility of multiple dilution ratios to handle all types of soil loads.</p>
	<p>Stride Citrus SC (Super Concentrated)</p> <p>Stride Citrus CS is a neutral cleaner that can be used for everyday floor cleaning and on other hard surfaces. Available in different sizes in floral and citrus scents or fragrance-free.</p>



Our direct labor production costs tend to run 20% lower than other janitorial services that meet ISSA standards. We achieve this knowing **R3** reduces process waste by introducing **R3** Statistical Process Control, Root Cause Analysis, Kaizen Problem Solving, Dashboard Account Management, and Lean Standard Work into the cleaning *process*.






CRI-& Green Label Equipment

Varsity is committed to spend the appropriate capital to maintain the most up-to-date equipment and technology in the industry. All our equipment is CRI-Green Label approved and LEED Qualified for IEQ Credit 3.4.





Varsity’s equipment also meets the unique needs of day cleaning, such as low decibel (dB) equipment with high HEPA multi-filtration for reducing dust and airborne particles.








Equipment	Description
<p>Battery Powered Sweeper</p> 	<p>Radius Mini 12" Cordless Sweeper</p> <ul style="list-style-type: none"> 🌱 Cordless electric sweeper designed for commercial applications. 🌱 Powerful, rechargeable NiCad battery pack provides for up to 45 minutes of operation on hard surface, and up to 30 minutes on carpet. 🌱 Extremely quiet operation allows for cleaning even during business hours, making it ideal for use in hotel lobbies, restaurants, bars and school classrooms. 🌱 Innovative universal joint with parking position. 🌱 Large, non-marking wheels with "soft grip." 🌱 Optional high-speed battery charger available for complete charging in 50 minutes.
<p>Low decibel Vaccum Cleaner</p> 	<p>The ProForce® 1500XP is designed specifically for Day Cleaning.</p> <ul style="list-style-type: none"> 🌱 On-board tools, super stretch-hose and convenient quick release wand make detail cleaning and hard-to-reach areas easy. 🌱 Recently upgraded to HEPA Level Filtration that capture and contain 99.97% of particulate down to .3 microns. 🌱 Electronic system performance indicator alerts the operator to a full filter, airflow restriction or jammed brush roll. 🌱 Includes: 50 ft. 18-gauge, safety-yellow power cord, electronic system performance indicator, HEPA filters, quick release cord dump, ergonomic padded handle grip with conveniently mounted 3-way power switch and on-board detail tools. 🌱 Extremely quiet operation (67 dBA) allows for cleaning even during business hours.
<p>Friction Sweepers</p> 	<p>The Windsor's Radius 280 Deluxe delivers fast, efficient sweeping for hard and soft floor surfaces.</p> <ul style="list-style-type: none"> 🌱 A wide range of applications indoors and outdoors, with a particularly quiet battery drive system at 69 dBA. 🌱 Simple adjustment of the main roller broom and side broom. 🌱 Main roller broom and side broom are electrically driven in both forward and reverse. This allows the Radius to be pushed with minimal effort and provides thorough sweeping of corners in a single pass. 🌱 Electronically driven main roller broom and side broom in forward and in reverse for hard and soft surfaces. This allows the Radius to be pushed with minimal effort and provides thorough sweeping of corners in a single pass. 🌱 Deluxe version features Active Dust Control with a separate fan and flat-pleated filter for dustless sweeping indoors.

Equipment	Description
<p>Tacony ComfortPro Backpack Vacuum</p> 	<p>Tacony ComfortPro Backpack Vacuum</p> <p>Features and benefits of the ComfortPro vacuum include:</p> <ul style="list-style-type: none"> 🌿 Equipped with a Deuter harness system which is engineered for comfort and productivity. 🌿 Improve safety for cleaners and building occupants. 🌿 Light weight, breathable mesh back panel, heavily padded waist belt, and easy to adjust shoulder straps. 🌿 Users of different heights can properly adjusted the harness. 🌿 Earned the Gold Seal of Approval from the Carpet and Rug Institute. 🌿 Super Quiet operation. Premium model operates at a whisper quiet 62 dBA and the standard model at 68 dBA. 🌿 Meets US Green Building Council LEED-EB and CIMS-GB requirements. 🌿 HEPA filtration is standard on all models. 🌿 These vacuums are offered in the 6 quart and 10 quart sizes.
<p>Floorkeeper 20 OB</p> 	<p>Tornado Floorkeep 20OB</p> <ul style="list-style-type: none"> 🌿 High-performance disc-scrubbing designed for building service contractors 🌿 Orbital chemical-free scrubbing and stripping for faster cleaning 🌿 Parabolic, no-hassle squeegee system for maximum recovery and drier, safer floors 🌿 Cordless batter operation with choice of traditional or maintenance-free batteries 🌿 Clear sight-lines and simple operator controls 🌿 Quiet operation ideal for day-cleaning applications 🌿 Extra-wide scrubbing paths to shorten cleaning times 🌿 Small rooms, detail or edge cleaning in large facilities
<p>Windsor Titan</p> 	<p>Windsor Titan ST708IE</p> <ul style="list-style-type: none"> 🌿 220-240 Volt/ 50 Hz Titan Wet/Dry Vacuum Cleaner 🌿 30 Liter (8 gal) Capacity 🌿 1.5 HP powerful Motor 🌿 1000-1200 Max. Watts 🌿 Polyester bag-style filter 🌿 27' (8.2 m) Power cable 🌿 Rugged construction to provide years of dependable operation 🌿 Standard with an eight-piece tool kit to increase cleaning versatility 🌿 UL Approval.
<p>Windsor Cricket AutoMop</p> 	<p>Cricket™ AutoMop</p> <ul style="list-style-type: none"> 🌿 Leaves floor dry 🌿 Reduces slip-n-falls 🌿 "Ergo-mopping" eliminates swinging & wringing 🌿 Fewer injuries 🌿 Clean with clean water vs. spreading dirty water 🌿 Quiet <52 dBA 🌿 Daytime Cleaning Productivity 🌿 5x the cleaning rate of a mop in open areas 🌿 Add on tools provide ability to clean in small/tight areas 🌿 Greater productivity than a 20" pad assist autoscrubber 🌿 Simple to operate & push 🌿 Maintenance free: no batteries, no cords, machine is always available

Equipment	Description
<p>Chariot 2 iGloss 20</p> 	<p>Footprint similar to a mop & bucket</p> <p>20" Stand-On Commercial Burnisher</p> <p>The Chariot 2 iGloss 20 is a high performance stand-on burnisher that features the maneuverability and productivity of a Chariot and adds simplicity with a new patent-pending spring-loaded weighted pad that eliminates user pad adjustment—just turn the knob and go.</p> <p>Chariot 2 iGloss 20 Stand-On Burnisher Features:</p> <ul style="list-style-type: none"> • 20" cleaning path • 2000 RPM • No user pad adjustment • Design and size that provides remarkable maneuverability, and best-in-industry 360° visibility • Battery operated for daytime cleaning • Simple, intuitive control panel • Low dbA (62 for active, 59 for passive) • Available in active and passive dust control • Available with an on-board charging option with one of its AGM models
<p>Lightening Propane Burnisher</p> 	<p>Windsor Lightning™ Propane-Powered Burnishers (24" and 27")</p> <p>Windsor Kärcher Group Lightning Burnishers have earned a reputation of reliability and durability. This workhorse line of equipment is widely used by cleaning personnel and professional contractors in the educational, institutional, retail, and grocery industries.</p> <ul style="list-style-type: none"> • EPA Certified Low Emission Fuel System • UL Listed Components • 20 lb. Safety Fill Fuel Cylinder • Quick Change Drop-In Cylinder Holder • Variable Pad Pressure With Adjustable Wheels • Tilt-Back Design • Two Deck Options: 24" (28,000 ft²/hr) and 27" (33,000 ft²/hr) • Features include advanced propane fuel systems, coupled with automotive grade catalytic mufflers. The powerful 18hp propane engine provides for fast and consistent burnishing.
<p>Windsor Storm</p> 	<p>Windsor Storm™ Series Floor Machines</p> <ul style="list-style-type: none"> • Easy-to-use fully adjustable handle height system with easy cord release. Large 5" non-marking wheels for easy transport. • The built in mechanical safety interlock to prevent accidental start-ups. Built in circuit breaker to protect motor. • Rugged cast aluminum base and switch housing with non-marking bumper to protect the machine and facility. • Heavy duty steel triple planetary gearbox for smoother operation and longer life. • High torque, 66 frame induction motor for trouble free operation. • Dual capacitor for high efficiency operation. • Additional features include a high mounted handle lock/height adjustment, heavy duty construction, non-marking PVC bumper, dual main switch levers and thumb activated safety interlock.
<p>Windsor Taz</p>	<p>Windsor® Taz w/Orb Technology</p> <ul style="list-style-type: none"> • Cleans carpet, stone, tile and grout, wood, vinyl, concrete, epoxy, and other surfaces. • Cleaning path: 17"-21" diameter. • Pad RPM: 1725 rpm (CW), 3/8" dia. 80 rpm (CW). • Horse power: 1; Solution Pump: 90 PSI. • Orbital agitation requires less time, water, chemical, and heat. • Designed so that the pad has 100% contact with the floor.

Equipment	Description
	<ul style="list-style-type: none"> Orbital technology reduces splash factor when compared to a rotary machine.
<p>Windsor Compass 2</p> 	<p>Windsor Compass 2 Specialty Cleaning Machines</p> <ul style="list-style-type: none"> The Windsor Compass 2 is a specialty surface cleaning machine. Daily cleaning will completely remove soil and bacteria, leaving your facility "Compass Clean". Safely and accurately dispenses cleaning solutions at a safe pressure, then rinses at low or high pressure and vacuums the surfaces completely dry in 1/3 less time than conventional cleaning methods. State-of-the-art touchless cleaning design allows the operator a clutter-free work station, while providing easy access to tools, chemicals and accessories. Unique features of the Compass 2 allow the operator to clean multiple surfaces easily and safely while increasing productivity, saving time and reducing labor costs.
<p>Chariot 2 iScrub</p> 	<p>Chariot 2 iScrub 20 with Orb Technology</p> <p>The Chariot 2 iScrub 20 Deluxe with Orb Technology is the ultimate scrubber for efficiency. We combined the productivity of our stand-on Chariot line with our patent pending orbital technology into one superior machine. The dual-motion of our Orb technology provides the best scrubbing action on the market. Unlike traditional machines, the Chariot with Orb generates thousands of 3/8" orbit contact points that spin at 1725 revolutions per minute, while at the same time it spins within an 80 rpm rotational movement. These thousands of orbital drive contact points provide the highest level of mechanical action on the market today. This scrubber excels at chemical-free stripping, top-scrubbing for refinishing and green low-chemical cleaning.</p>
<p>Windsor Priza</p> 	<p>Windsor Priza</p> <ul style="list-style-type: none"> Powerful, compact spray extraction for smaller areas and upholstery cleaning. Adjustable handle on the floor tool enables a safer grip and ergonomic positioning of the operator. Powerful vacuum motor means little residual moisture is left after cleaning. Carpets dry up to 63% faster than with other products. Removeable dirty water tank. Solution tank can be emptied by placing suction tool in the clean water tank. Sturdy coupling ensure a fixed connection and easy change out of accessories. Ideal for smaller spaces such as stairways or vehicles. Easy two-switch operation.

Equipment	Description
<p data-bbox="321 275 501 300">Windsor iCapsol</p> 	<p data-bbox="646 275 1295 300">Windsor iCapsol Mini Deluxe Encapsulation Carpet Cleaner</p> <ul style="list-style-type: none"> <li data-bbox="646 306 1417 390">  Low moisture encapsulation carpet cleaning process removes soil while improving the overall carpet appearance; carpet dries in about 20 minutes while reducing water and detergent consumption. <li data-bbox="646 394 1417 447">  Unique brush system features two counter-rotating brushes to effectively clean and agitate both sides of the carpet nap. <li data-bbox="646 451 1417 504">  Counter-rotating brushes lift and groom the carpet pile, while the debris bin catches soil and debris. <li data-bbox="646 508 1417 539">  Streamlined, compact design makes it easier to clean in congested areas.

HHPC Day Cleaning

Daytime cleaning not only saves money, but promotes sustainability. Customers who use day cleaning can expect to save 4-8% on utility bills and up to 6-8% on labor with the use of certified day cleaning methods.



Training for day cleaning requires custodians to learn skills beyond cleaning. With day cleaners, custodians go from zero interaction with building occupants to daily interactions. Varsity’s daytime training includes training on “wave-offs,” personal space and managing requests from building

occupants. All of Varsity’s training is designed to ensure we minimize workplace disruption and risk to building occupants.

State Farm has converted more than 10 million square feet of space to day cleaning....so far!

They were seeking:

- 🌱 Greater environmental stewardship
- 🌱 An energy efficient option to janitorial services
- 🌱 Reduced cleaning costs
- 🌱 Improved quality



What they found:

- 🌱 A ‘better’ labor pool for day cleaning positions
- 🌱 More visibility and accountability
- 🌱 A “good neighbor” environment
- 🌱 New technologies and processes compensated for sharing space
- 🌱 Cleaning cost cut by 8-10%
- 🌱 Utilities costs savings projected to 7%-8%



Overall, State Farm’s Case Study found that they could expect a 10% reduction for a 300,000 square foot facility -- or a savings of \$37,800 per year -- that’s a projected cost savings of 7% to 8% for that same 300,000 square feet –or \$68,500 per year!

Total savings = ~ \$106,300 annually

Concrete Cleaning

Varsity offers concrete cleaning to remove oil stains from concrete surfaces. Our method does not use power washing or water and eliminates the need for expensive wastewater treatment and/or disposal.

This service is appropriate for concrete sidewalks, entries and parking areas, as well as any industrial/mechanical shop areas.

This optional service treatment will renew the appearance of concrete surfaces and demonstrates a quick, economical, and environmentally sound approach to a common problem.

In keeping with Varsity's commitment to green products and processes, Varsity's concrete stain removal service is:

-  Non-hazardous
-  Non-corrosive
-  Non-toxic to:
 -  Plants
 -  Animals
 -  Environment

Bank drive-thru BEFORE concrete cleaning service



Bank drive-thru AFTER concrete cleaning service



Four-Stage Carpet Plan

Varsity floor-care expertise helps increase the life of carpets. What differentiates us is:

- We focus on prevention verses soil removal.
- We do pH testing.
- We do encapsulation interim cleaning.
- We do restorative, intensive cleaning.



Preventative	Daily	Interim	Restorative
Process: Stopping the soils from entering the facility.	Process: Removing soils daily to minimize their damage to carpet and hard floor finish.	Process: Maintaining a high level of appearance with minimal labor, chemical and water.	Process: Intensive cleaning designed to restore the carpet or finish as close as possible to its original state.
Typical →	\$\$\$	→	\$\$\$\$\$ 100%
Recommended \$\$	\$\$\$\$	\$\$	\$ 90%

Stage 1: Preventive

The first stage of our custom carpet plan involves creating an effective prevention program for each facility. Since 90% of all dirt is deposited in the first 25 feet of each building, we recommend an effective three-stage matting system to capture dirt. Varsity will assign the most effective equipment to maximize dirt removal, so that transfer of dirt into other areas of the facility is minimized.

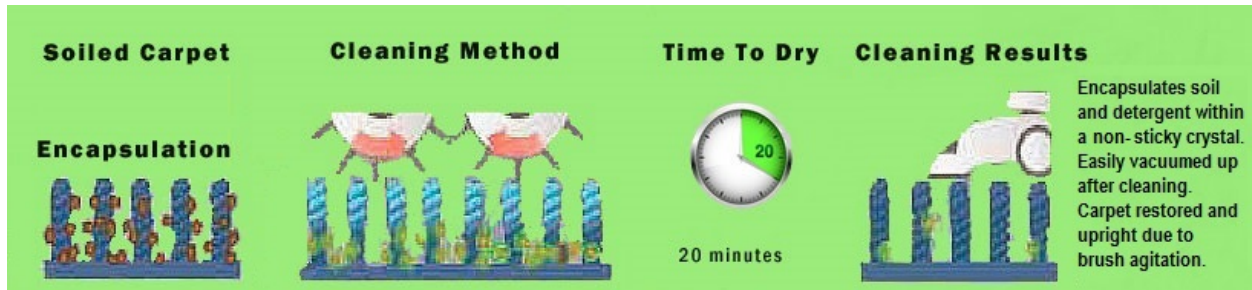
CARPET TECH JOB CARD					
GROUP 1: CITY HALL BUILDING					
Shifts: 1		City Scope Assignment		RRR	
# of Carpet Specialists: 1		Daily: All quads		Daily: All quads	
Specialist: Carpet Tech		Interim: Quad 1 (7,115 ft ²)		Interim: Quad 2 (7,115 ft ²)	
Avg. Production Rate: 2,100		Deep: Quad 1 (2100 ft ²)		Deep: Quad 2 (2100 ft ²)	
Time	Monday	Time	Tuesday	Time	Wednesday
6:00 AM	Clock-in	6:00 AM	Clock-in	6:00 AM	Clock-in
6:15 AM	Fill Tanks and Leave closet	6:07 AM	Stage and Leave closet	6:07 AM	Stage and Leave closet
6:20 AM	Deep: Per schedule	6:10 AM	Deep: Per schedule	6:10 AM	Deep: Per schedule
7:20 AM	Set Blowers	7:10 AM	Set Blowers	7:10 AM	Set Blowers
8:00 AM	Interim: Per schedule	8:00 AM	Interim: Per schedule	8:00 AM	Interim: Per schedule
10:10 AM	BREAK	10:10 AM	BREAK	10:10 AM	BREAK
10:25 AM	Interim: Per schedule	10:25 AM	Interim: Per schedule	10:25 AM	Interim: Per schedule
11:25 AM	Daily: Per vacops log/calls	11:25 AM	Daily: Per vacops log/calls	11:25 AM	Daily: Per vacops log/calls
12:25 PM	Lunch Clock out/in	12:25 PM	Lunch Clock out/in	12:25 PM	Lunch Clock out/in
12:55 PM	Daily: Per vacops log/calls	12:55 PM	Daily: Per vacops log/calls	12:55 PM	Daily: Per vacops log/calls
2:00 PM	Close: Equip. Maintenance	2:00 PM	Close: Equip. Maintenance	2:00 PM	Close: Equip. Maintenance
2:30 PM	Clock out on Kronos	2:30 PM	Clock out on Kronos	2:30 PM	Clock out on Kronos
Time	Thursday	Time	Friday		
6:00 AM	Clock-in	6:00 AM	Clock-in		
6:07 AM	Stage and Leave closet	6:07 AM	Stage and Leave closet		
6:10 AM	Deep: Per schedule	6:10 AM	Floor 1 Quad 1 Periodic		
7:10 AM	Set Blowers	7:10 AM	Floor 2		
8:00 AM	Interim: Per schedule	8:00 AM	Interim: catch-up slack		
10:10 AM	BREAK	10:10 AM	BREAK		
10:25 AM	Interim: Per schedule	10:25 AM	Interim: Per schedule		
11:25 AM	Daily: Per vacops log/calls	11:25 AM	Daily: Per vacops log/calls		
12:25 PM	Lunch Clock out/in	12:25 PM	Lunch Clock out/in		
12:55 PM	Daily: Per vacops log/calls	12:55 PM	Daily: Per vacops log/calls		
2:00 PM	Close: Equip. Maintenance	2:00 PM	Close: Equip. Maintenance		
2:30 PM	Clock out on Kronos	2:30 PM	Clock out on Kronos		

Stage 2: Daily Maintenance

Daily maintenance is built into our quadrant workflows, and is designed around the Denver Public School's cleaning scope. Daily carpet maintenance includes vacuuming and carpet spotting. Each group site will have dedicated spotting kit, and the appropriate high performance vacuums.

Stage 3: Encapsulation Process

Varsity recommends a four-time-per-year encapsulation process. The encapsulation process includes a cleaning solution (encapsulation chemical) is lightly sprayed onto the carpet, and then agitated and distributed into the carpet pile with a dual counter-rotating brush machine. The chemical is allowed to dwell in the carpet, breaking down and surrounding soils and other residues. The chemical dries into a hard, non-sticky crystal, encasing the soil.



Stage 4: Deep Cleaning Maintenance

The goals of scheduled maintenance is to remove deeply embedded soils and restore the appearance of the carpet to as close to its original state as possible. This is achieved through deep, restorative cleaning via hot water extraction.

Varsity has a primary truck-mounted carpet extractor (Hydramaster) and a secondary truck-mounted carpet extractor (White Magic). This provides the needed flexibility to clean two non-contiguous areas at the same time. Additionally, both units can be used simultaneously in the same area when time is of the essence in completing a job.



The closer you can bring the carpets and upholstery to their natural pH, the cleaner they will remain after cleaning.

Cleaning chemicals with a **pH of 7-8** do not need a fiber rinse solution to bring them back to neutral. However, cleaning products such as traffic lane cleaner and some spotting chemicals can be acidic, and if so, should be rinsed with a fiber rinse to bring it back to a neutral pH.

BioShield®

With 80% of infectious disease transmitted by touch, our customers gain peace of mind that their workplace is protected. Varsity’s BioShield® Service provides a durable coating to protect against microbes, such as bacteria, mold, mildew and fungi—the life support for viruses such as H1N1. EPA-registered BioShield® 75 is effective for **90 days** on virtually every hard or soft surface, and creates a molecular bed of razor sharp spikes that puncture and kill microbes. Our trained professionals apply BioShield® 75 to your facility’s touch points.

Other Innovative Solutions

Varsity managers can help evaluate and discover opportunities for additional services and make improvements. This is an element inherent in the *JanOPS*® process – continuous improvement while minimizing costs. This occurs during audits and regularly scheduled walk-throughs. Varsity is willing to set regularly scheduled meetings to discuss opportunities for alternative cleaning solutions.

Pure, ionized water, glass cleaning

Varsity uses a specialized, five-stage, water treatment system and carbon fiber water-fed poles to create a state of reverse osmosis to produce 100% pure, laboratory-grade, water



De-mineralized water actively absorbs dirt, chemicals and minerals.

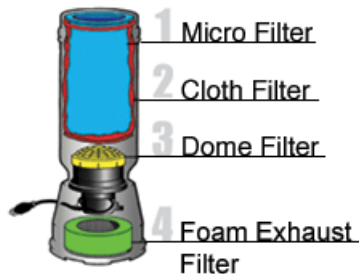
Color-coded Microfiber Towels

Varsity uses a color-coded 3-towel cleaning system, which maximizes the removal of bacteria and other unwanted matter and prevents cross contamination.



Low decibel, cordless, HEPA & Four-level Filtration Vacuums

Reduces dust. Controls pollen, mites, mold, yeast and bacteria from being transferred around the facility from normal vacuums.



Mop Buckets to Reduce Cross-contamination

Varsity uses mop buckets that reduce cross contamination, separates clean and dirty water, and reduces transfer of unwanted matter.

