



Cleaning Services Proposal

For National Renewable Energy Laboratory
Managed and Operated by the Alliance for Sustainable Energy, LLC

Request for Proposals Number RFG-6-62252



May 13, 2016

Presented to:



Randy Fransua, Subcontract Administrator
National Renewable Energy Laboratory (NREL)
15013 Denver West Parkway, MS: RSF030
Golden, CO 80401
Email: randy.fransua@nrel.gov

Presented by:



Dale Iten, Project Manager
System 1, Inc.
3720 West 72nd Avenue
Westminster, CO 80030
970.420.6772
diten@system1inc.com



Cleaning Services Proposal from System 1, Inc.



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Cover Letter – Executive Summary

System 1 has met custodial needs of laboratories for over 19 years. Our experience in cleaning laboratories gives us unique insight into working in environments where safety and attention to detail is crucial and core business processes are not disrupted. We have partnered with the BEA and DOE customers to meet a scope of service that demands top-notch quality and standards of excellence in sustainability and green cleaning.

Training in Compliance

System 1 management has created customized training to support mandated training. Our monthly supplemental training reinforces both safety and security awareness and compliance per the Subcontractor Capability – Health and Safety Plan.

Safety and APPA Guidelines

System 1's low EMOD rate is due to proactive efforts to create a safety culture that includes: safety awareness, accident prevention, accident responsiveness, and communication. JanOPS system audits were created with APPA guidelines in mind and inspection are customized to ensure System 1 is APPA complaint

Reporting

System 1 proactively maintains key reports and additional services to improve quality control and sustainability requirements

Reliability and Responsiveness

System 1's customer service attitude of our employees, and management, is designed to address pressing issues immediately.

Positive Union Relations

System 1 has outstanding relations with union employees and management. Those relations were critical when we partnered with energy laboratories to achieve 25% cost reductions. We have effectively minimized the myriad of problems that can disrupt business due to labor union dissatisfaction (e.g., strikes, confrontational meetings, negative media attention).

The culture of responsiveness System 1 created for our partnership is difficult to put a value on. Yet we believe it is a result of our targeted effort and has benefited both parties. We hope to continue this partnership.

Sincerely,

Dale Iten, Project Manager





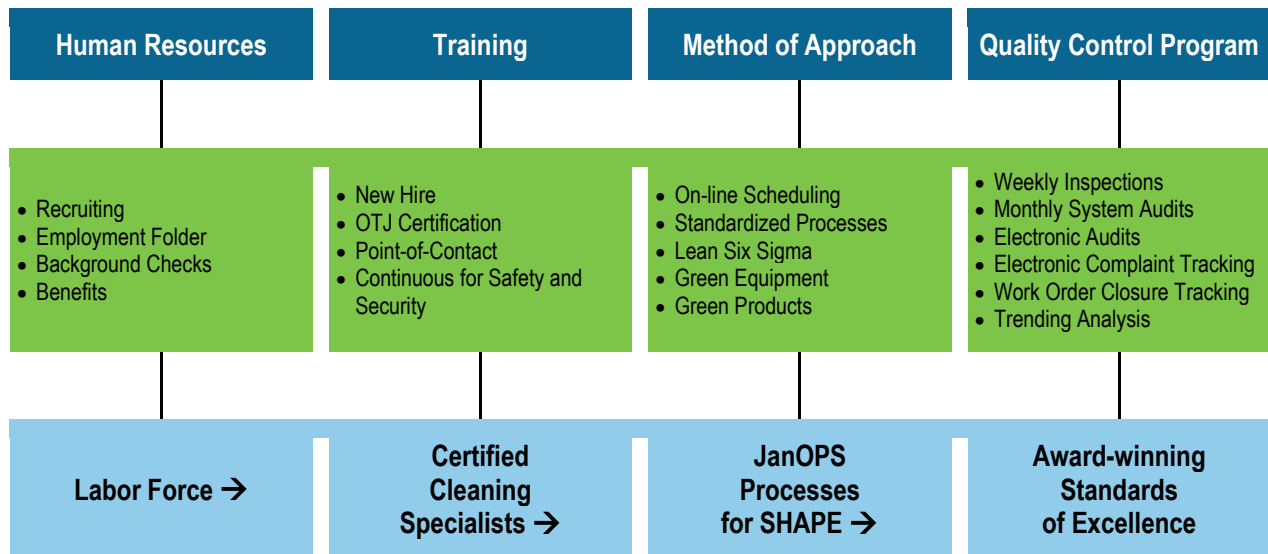
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Technical Approach

Subcontractor’s capability in the area of managing building and facility janitorial/custodial services. Limit response to 10 pages not including resumes.

Project Management Schematic

Provide a project management schematic of how the offeror plans to manage the janitorial/custodial services required for the Statement of Work, including: the availability of labor force, plan for recruitment, type and extent of janitorial/custodial training.



- Availability of Labor Force.** System 1 already has a strong presence in the Denver area with a substantial labor force already in place. We also have one of the lowest turnover rates in the industry, which is important when working with clients that require high security access.
- Recruiting.** System 1 offers competitive wages to all 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 reward are utilized throughout the company.
- Training.** System 1 conducts three-levels of training for new hires, plus on-the-job certification. We also conduct monthly training for Safety, Security and OSHA compliance.
- Method of Approach.** *JanOPS*® is System 1’s proprietary janitorial operating system designed to improve service-level consistency and quality using Lean Six Sigma principles. Lean Six Sigma is used in manufacturing to minimize operation 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, sustainable program.

System 1's low turnover can be attributed to our incentive programs and our high supervisor-to-cleaner ratio of one sup to every 10 cleaners. 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%.

- **Quality Control Program.** Our reporting consolidates data into easy-to-read dials and graphs to quickly identify problems, and then analyze them for root causes. Metrics include: Building quality index dial, Periodic completion dial, Process control charts, Work order closure (on-time) dial, Complaint Pareto charts by building, type and service.

JanOPS® and SHAPE™

System 1 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.**[™].

Please review [Appendix A – Project Management Methodology](#) to know about our unique method of approach to cleaning for NREL.

Geographical Dispersed Locations

Describe how your firm manages janitorial/custodial performance at various locations.

Using the **JanOPS**[®] and **S.H.A.P.E.**[™], System 1 is capable of promising that the exact same process and practices are performed at any location throughout the country. All supplies are purchased online through the same vendor. All work orders are managed using the same facility management system that uses the force.com platform. Periodic work is scheduled and accessed in real time from mobile devices and laptops from anywhere in the world. Customers can email or call in to our 24/7 Hotline to have work orders executed.

Key Personnel

Include resumes of identified Supervisors, Leads, and Day Porter that would be assigned to work on this project. Current availability of staff to respond to the Scope of Work requirements.

The Site Area Supervisor is available full-time (40 hrs) to the requirements of this project. The Area Manager is available to provide (30/40 hrs per week) to the requirements of this project.



Organizational Structure Colorado

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





Qualified Supervision

Offeror shall address how their company will ensure that at least one (1) qualified supervisor with at least (3) years of experience will be present during all cleaning shifts at the NREL STM Site.

System 1 has a strong management presence in the Colorado region. System 1 will be placing a full-time Area Supervisor for this account that will have mandated experience. Additionally, the following supervisors have over five years of experience and can fill in, if for unexpected reasons, a supervisor cannot be on-site.

Area Supervisors		
Name	Address	Phone/email
David Wells	Westminster, Colorado	303-427-2752 Dwells@system1inc.com
Amber Piel	Westminster, Colorado	303-717-0942 Apiel@system1inc.com
Susie Allen	Fort Collins, Colorado	970-420-6773 sallen@system1inc.com
Cherie McGowan	Westminster, Colorado	970-589-3227 cmcgowan@system1inc.com
Jose Pena Villasano	Fruita, Colorado	970-424-2196 jpenavillasano@system1inc.com
Melissa Mackey	Westminster, Colorado	303-717-5547 mmackey@system1inc.com
Mark Wyatt	Westminster, Colorado	970-214-3005 mwyatt@system1inc.com

Decision-Making Authority

Describe the decision making authority supervisor(s) will have in performing this work effort.

System 1 will have an Area Manager assigned to this contract. He will have full decision making authority for all work associated with the contract. Additionally, he will have decision making authority of 'extra work' type projects. An Area Supervisor will also be assigned to this account. This position will be responsible for directing the day to day operations and will have the authority to move staffing around to accommodate any work effort needed.



Resumes

Submit resumes for the Project Manager, Supervisor(s) and Day Porters identified above that reflect past employment history and years of experience in performing each particular aspect of janitorial/custodial requirements.

Robert Rayl – 30 years of Industry-related Experience

Related Experience

System 1, Inc. President

2013 to Present

- Oversees all aspects of System 1 operations, including contracts and licenses in all states where System 1 does business.
- Manages all manufacturing-related, retail, schools and office janitorial services.
- Responsible for the growth and profitability of the company.
- Leads the development of district and area managers.
- Leads in the implementation of *JanOPS*® throughout the region
- Responsible for the safety performance of System 1 throughout the country.

System 1, FMCD, Senior Vice President

1998 to Present

- Managed all aspects of System 1 construction, including shopping center maintenance and construction contracts
- Manages construction and maintenances at schools, manufacturing plants, retail and office build-outs
- Managed over \$100 million of construction activity per annum.
- Responsible for 100 million in annual volume with System 1's contract with Simon Properties.
- Gymnasium products sales and service (including all equipment, flooring, scorer tables, gym floors, etc.
- Responsible for the development and management of the FamilySAFE Storm Shelter Distributorships (MO, IL, OH, IN, KA, AR)
- Responsible for developing and managing the FamilySAFE Storm Shelter distribution and installation business.

Industry-related Achievements

- Emergency Response Team leader for Simon Property Group
- Managed operations of over 65 Super Regional shopping totaling over 80 million square feet.
- Transition team leader for dozens of newly acquired properties and facilities, as well as property/real estate acquisitions.



- GO TEAM leader for multiple newly developed super regional shopping centers.

Education

Hutchinson Community College, AA in Industrial Arts Technology

Tyson A. Lee - 13 years of Industry-related Experience

Related Experience

System 1, Inc. (Indiana) Vice President

2007 to Present

- Responsible for all aspects of a janitorial services company across 10 states
- Successfully managed over \$12 million in annual revenue
- Helped increase company revenue by 40% while still achieving profitability goals
- Oversaw 15 different accounts; 300 buildings; 6 million square feet
- Promoted to GM and then VP after three successful years of being district manager
- Achieved sales goals for the district for the past three years, and exceeded second year's goal by 100%
- Successfully negotiated million dollar contracts
- Consistently praised by management for the quality and timeliness of reports, attention to detail, exemplary customer service delivery and team-player attitude
- Achieved Financial Performance Award for the company for turning the east district around from losing money to being profitable
- Achieved Sales Award for 80% growth in one year

System 1 Contractors - Support Center Manager

2003 to 2007

- Directed start-up and management of a national call center
- Drove new growth by marketing the call center to both internal and external customers through various marketing channels
- Researched, proposed, and led development of a facility information system
- Responsible for "selling" the system and overseeing its implementation in the company
- Proposed, implemented and controlled processes and procedures of call center
- Member of a strategic initiative team: responsible for proposing, developing, and implementing strategic initiatives for the company
- Conducted HR activities within the department such as hiring, training, coaching, and disciplining
- Proposed and oversaw the department budget

Education

Idaho State University (Pocatello, ID), Masters of Business Administration

2006



Idaho State University (Pocatello, ID), Bachelors of Business Administration

2003

Academic Achievements

- Recipient of the Laura Moore Cunningham scholarship awarded to exemplary students
- V.P. of Administration for the ISU chapter of the elite business fraternity, Alpha Kappa Psi
- Member of the National Society of Collegiate Scholars, in recognition of “outstanding scholarship, leadership and service.”

Military Service

Cannon Crew Member (Idaho) - Idaho Army National Guard

03/94 to 03/02

- Honor Graduate and Platoon Guide
- Participated as a team member to carry out tactical procedures
- Learned discipline, respect, and ability to cope in high-pressure situations
- Developed self-motivation and determination in order to “get the job done”

Dale R. Iten – 12 Years of Industry-related Experience

Related Experience

System 1, Inc. (Wyoming, Colorado & Kansas) - District Manager

2015 to Present

- Supervises and manages area managers and over 100 accounts.
- Total cleanable square feet of 5,000,000 with a crew of 100+ team members.
- Oversees daily operations and monthly revenue.
- Manages a yearly budget, including cost control, inventory control, ordering, direct labor, overhead and all profit and loss of the district. I am also responsible for processing of all accounts payable, accounts receivable, and collections for the district.
- Recruits, hires and trains all area managers and performs disciplinary actions, training, corporate safety compliance, facility audits, scheduling of all periodic work, and customer service.
- Customer satisfaction rating of 97%. These high percentages are achieved by taking the initiative to go the extra mile and work as a team.

Meadow Mountain Plumbing & Heating Service, Inc.

General Manager

2014 - 2015

Directed company operations. Created and implemented company policy and strategic goals. Evaluated and implemented operation process or procedures. Developed and implemented KPI (Key Performance Indicator) tracking matrix.

Total Facility Care, LLC



VP Operations

2011 – 2014

Provided leadership in directing company operations. Created and implemented company policy and strategic goals, resulting in 200% growth in revenue during my tenure. Met or exceeded contractual requirements with clients through the implementation of KPI tracking. Strategically plan and develop company goals and growth of new client accounts.

SBM Site Services, LLC

Regional Manager

2004 to 2010

Operations & Business Development

2006 to 2010

- Provided leadership in directing company programs and implement company policy to meet or exceed contractual requirements with clients throughout the region. Manage company relationship with Local Employee Union. Additional responsibilities included Business Development through organic growth expansion of current contracts as well as the strategic planning and development of new client accounts.
- Building Services provided to clients included but not limited to the following:
 - Floor Care
 - Exterior Window Cleaning
 - Lock & Key
 - Event Set Up and Reset
 - Facility Part’s Warehouse
 - Patch & Paint
 - Lamp replacement
 - Building Paint Out
- Reduced or avoided client’s annual average cost by 7-10% by effectively managing scope of work, fiscal health, profit and loss, and budget building for 15 to 20 clients under separate contracts.
- Implement comprehensive safety, recognition, and training programs to comply with applicable safety regulations including FLSA, OSHA, and ADA.

Industry-related Accomplishments

- Five-year contract for custodial services with Grubb & Ellis Facility Management at Microsoft Corporation secured by realigning existing services and repositioning company satisfaction ratings within six months of implementing strategy. Managed the transition implementation after contract award for 450 janitors to clean 13 million square feet in 110 buildings and servicing 55,000 employees.
- Turned a medium, financially struggling Plumbing & Heating Company profitable and decreased the company deficit by 58%. Increased customer base 23%.
- Turned a large, at risk Honeywell account profitable and increased regional business with two new accounts: 5-year, \$12 million contract with Maricopa County and a 3-year, \$3.6 million contract with JP Morgan Chase.
- Rescued a struggling Coors Brewing Company contract to regain profitability and win \$2 million, one-year extension by realigning staffing and maximizing staffing production rates.



Education

Pursuing Bachelor's Degree in Mechanical Engineering and Spanish

Macario Luna – 30 Years in the Industry

Experience

System 1, Area Manager

2005 to Present

- Supervises and manages the cleaning of several facilities, including two sky scraper and metro Denver garages. Central Offices for CenturyLink. Total cleanable square feet of 628,000 with a crew of 16-18 team members.
- Managed a yearly budget of \$400,000, including inventory control, ordering, direct labor, and all profit and loss of the area.
- Recruited and hired all team members and performed disciplinary actions, training, corporate safety compliance, facility audits and customer service
- Responsible for staffing, directing work, monthly reports, and interfacing with facility managers to ensure specific needs are addressed.

Industry Involvement

BG Maintenance, Area Manager

1996 to 2006

United Airlines – Main Terminals cleaning of ramp crew rooms, red carpet clubs, medical building and administrative offices.

Varsity Contractors

1983 to 1996

Supervised evening crew to make sure work was completed every night.

Education:

Graduated High School Diploma from West High School
Bilingual Spanish and English

Amber Piel – 11 Years in the Industry

Experience

System 1, Day Porter/Supervisor

2007 to Present

- Supervisor over 20 English and Spanish speaking cleaners throughout 40 – 50 buildings 628,000 square feet.
- Track attendance and submit payroll to supervisor.



- Handle and solve customer complaints/requests as well as employees' concerns and complaints in order to emphasize customer satisfaction and a team oriented work environment.
- Perform and train others in various methods of floor care, such as buffing, stripping and waxing.
- Manage company storage unit through ordering supplies and organizing unit to maximize productivity and budget usage.
- In charge of hiring and firing employees as well as handling employee behavior management.

Industry Involvement

Education:

Graduated High School Diploma, Bilingual Spanish and English

Demonstrated Experience

Organizational History

How many business years your firm has been in operation.

System 1 was founded in 1992 by Robert Garcia. Robert formed an alliance with Varsity Contractors Inc. (now Varsity Facility Services) to service telecommunications, commercial and retail customers. He initially called this company Varsity Garcia.

Robert and his associates, many of whom developed their skills with Varsity, built that fledgling operation into a thriving 'Total Facilities Services' company. After several years of operation, Robert decided to change the name of his company to System 1, Inc., to more fully reflect the scope of services they were providing to their customers.

Today System 1, Inc. operates throughout the United States.

System 1 in Colorado

A statement that identifies the number of years your firm has been in its current location.

System 1 has been operating out of the Westminster, Colorado District Office since the 1993.



Licensing

List the jurisdiction and trade categories in which the Offeror is legally registered and qualified to do janitorial/custodial business. Please provide registration or license number for Colorado; if not in Colorado, please describe how your organization intends on conducting business at NREL.

OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF GOOD STANDING

I, Wayne W. Williams, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

Varsity Garcia, Inc.

is a

Corporation

formed or registered on 01/16/1992 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 19921004593 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 04/25/2016 that have been posted, and by documents delivered to this office electronically through 04/26/2016 @ 14:03:13 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 04/26/2016 @ 14:03:13 in accordance with applicable law. This certificate is assigned Confirmation Number 9620429 .



Secretary of State of the State of Colorado

*****End of Certificate*****

Notice: A certificate issued electronically from the Colorado Secretary of State's Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's Web site, <http://www.sos.state.co.us/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our Web site, <http://www.sos.state.co.us/> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."



Past Performance and Experience

Percentage of Self-performed

List the type and percent of janitorial/custodial work that the Offeror normally performs with its own employees.

System 1, Inc. is 100% - Self-performed in Colorado.

Percentage Lower-tier Subcontractors

List the type and percent of janitorial/custodial work that the Offeror plans to perform using lower-tier subcontractors.

0% - System 1 will perform 100% of this contract and will not subcontract out any portion of it.

Account Contact Information

Provide a list of all the Offeror’s contracts or subcontracts for the past five (5) years, to include the following information:

- Contact
- Phone
- Email
- Address
- Account Value
- Type of Contract
- Account Length
- Account Description
- If term – state reason

Name of Contract	Contact	Phone	Email
Allied National Services	Ian Sommerfeld	763-503-0707	isommerfeld@alliedns.com
Battelle Energy Alliance	Jessica Jensen	208-526-8150	Jessica.jensen@inl.gov
Elkhart County DCS	Lori Snyder	574-522-7100	
Emcore - Woodward	Ron Bettinazzi	970-498-3907	rbettinazzi@emcor.net
FBG Service Corporation	Duane Short	402-510-5195	DShort@fbgservices.com
Mutual Bank	David Smith	574-273-7615	david.smith@bankwithmutual.com
Mutual Bank Plaza	Tish Kajzer	574-485-1532	tishkajzer@cressyandeverett.com
NIBCO	Eldon Hershberger	574-295-3376	hershbergere@nibco.com
NiSource	Chuck Hansen	219-853-4030	cjhansen@NiSource.com
Nissan	Scott Langley	615 725 0902	scott.langley@nissan-usa.com
NSC-CenturyLink	Brian Wellette	402-238-8910	BWellette@net-workservices.com
Pacific Recycling	Kevin Greener	208.529.4180	
Pacific Steel	Chris Kearsley	208.523.3225	
Penske	Shane Connell	678-336-1806	shane.connell@jan-pro.com
PPEL	Matt Powell	574-237-6000	mpowell@greatlakescapital.com
Schneider	Vic Barrett		



Cleaning Services Proposal from System 1, Inc.

St. Joseph Regional Medical Center	Judy Sutton	574-472-6956	suttonjm@sjrmc.com
The North Law Firm	Cheryl Gebhardt		
Viox - Fifth Third	Randy Fitzgerald	630-896-5900	randy.fitzgerald@viox-services.com
Viox - First Financial			
Viox - Zimmer	Paul Noltemeyer	513-679-3357	paul.noltemeyer@viox-services.com
Memorial Medical Clinic			
Bradley Co.			

Account Information

Name of Contract	Acct Value	Acct. Length	Acct Description
Allied National Services	\$2,400	3	One small Facility
Battelle Energy Alliance	\$3,024,000	11	23 facilities 1 mil sq. ft. of labs, ID
Elkhart County DCS	\$16,056	5	One facility
Emcore - Woodward	\$1,662,390	0.5	Aerospace and Energy
FBG Service Corporation	\$98,640	0.5	Multiple banks In N. Indiana
Mutual Bank	\$53,088	5	Multiple banks in N. Indiana
Mutual Bank Plaza	\$113,568	5	Large multi-tenant facility at 3930 Edison Lakes Pkwy., Suite 200, Mishawaka, IN
NIBCO	\$118,608	5	World headquarters at 1516 Middlebury St, Elkhart, IN 46516
NiSource	\$558,984	4	Utility building at 1500 165th Street, Hammond, IN 46324
Nissan	\$18,000,000	4	Manufacturing facilities for Nissan
NSC-CenturyLink	\$5,760,000	23	Hundreds of utility buildings across WY, CO, KS, and IN.
Pacific Recycling	\$3,660	2	Steel and recycling plant
Pacific Steel	\$2,400	2	Steel and recycling plant
Penske	\$12,780	4	Facility at 11605 Haynes Bridge Road, Ste. 425, Alpharetta, GA 30009
Physical Plant and Equipment (PPEL)	\$5,472	6	Facility at 400 E. 14th Street, Des Moines, IA 50319-0146
Schneider	\$1,110,816	3	Multiple trucking facilities
St. Joseph Regional Medical Center	\$577,176	4	Multiple health clinic facilities across St. Joseph County, IN
The North Law Firm	\$3,000	2	
Viox - Fifth Third	\$1,440,000	10	Hundreds of banking centers across IL, IN, OH, and FL.
Viox - First Financial	\$432,000	0.5	Multiple banks across Northern Indiana.
Viox - Zimmer	\$4,680,000	2.5	World headquarters. Manufacturing environment for the



Name of Contract	Acct Value	Acct. Length	Acct Description
			world's largest producer of orthopedic replacement parts.
Memorial Medical Clinic	\$9,6000	1	Old contract. We lost this contract as we were not able meet the demands of the contract with the budget we were given.
Bradley Co.	\$24000	1	Old contract. We lost this contract as we were not able meet the demands of the contract with the budget we were given.

Scientific/Research Laboratories References

Provide any examples of performance on a facility that required custodial services in a scientific/research type of laboratory that required strict security and safety standards.

Battelle Energy Alliance (BEA) & Idaho National Laboratory (INL)

Contact: Jessica Jensen, Subcontractor Field Rep.

Address: 1955 Fremont Ave., Mail Stop 3406, Idaho Falls, ID 83415-3406

Phone: 208-526-8150

Email: jessica.jensen@inl.gov

Account Length: 1997 – Present

Contract Value: \$100,000/month - \$3.36 million, 3 year contract with options to extend

Account Description: 1.1 million square feet of high security and unique safety requirements.

Servicing the Department of Energy offices and laboratories spread over 24 buildings in Idaho Falls, ID. Idaho National Laboratory (INL) is an 890-square-mile (2,310 km²) complex located in the high desert of eastern Idaho, between the town of Arco to the west and the cities of Idaho Falls and Blackfoot to the east. It lies within Butte, Bingham, Bonneville, and Jefferson counties. The lab currently employs more than 8,000 people.

Recycling: System 1 performs routine and periodic janitorial and recycling services for the National Laboratory facilities operated by a Department of Energy contractor called Battelle Energy Alliance (BEA).

Safety Program: Battelle and INL are VPP sites. VPP stands for Voluntary Protect Program and their motto is “Every accident and injury is viewed as preventable.”

Security: We operate in low, medium, and highly secured areas. All of our staff carries minimum building access cards. Some employees are granted access to specific areas where they go through additional clearance. (This requires that we have hardly any turnover whatsoever.)



Some space is “escort only” where a person with the proper security credentials is within eye shot of our employees throughout the entire service.

Safety expectations and pressure are high. Employees are empowered to NOT do certain tasks if there is a real (or perceived) safety or security risk. Regular production rates are irrelevant. In our case, the customer is more concerned with tasks being done safely rather than the task list getting done at the expense of safety. It is contradictory of typical janitorial contracts where the high production rates are the goal.

Laboratory space: We clean in laboratory space where they do testing on:

- Bioenergy
- Robotics
- Chemical Compounds
- Hybrid Energy Systems
- Advanced Vehicle Testing
- Lasers
- Nuclear Waste Processing

Each lab has its own set of requirements and limited access. These spaces require different equipment with which to clean. For example, we cannot use a backpack vacuum in some areas of the lab.

Viox Services, Serving Zimmer-Biomet Corporation

Contact: Diana Rivera, Operations Manager for Viox Services,

Address: 15 West Voorhees Street, Cincinnati, OH & Warsaw, IN

Phone: (574) 372-4113, 513.679.3372

Email: diana.rivera@zimmer.com

Account Length: 2006 – Present

Service Description: Janitorial Services

Square Footage: 553,000

Contract Value: \$39,000/Month - \$4.64 million, 3 year contract

Similarities: Specialized needs, mixed-use space, geographical locations. Servicing 1.4 million square feet of offices, laboratories, and manufacturing areas, spread across 12 different buildings. Biomet Biologics is a global leader in the design of innovative biotechnology products.

Headquartered in Warsaw, Indiana, Biomet and its subsidiaries design, manufacture and market surgical and non-surgical products. Biomet's product portfolio includes reconstructive products; spine, bone healing and micro fixation products; dental reconstructive products cement and biologics.



Travis County – Central Campus Facilities Management Department (FMD) - TX

Contact: Roger A. El Khoury or Amy Lambert, AIA, LEED-AP - Project Manager, Facilities Management Department

Address: 700 Lavaca St. Suite 800, Austin, Texas 78701

Phone: 512.854.9661

Email: roger.elkhoury@traviscountytexas.gov

Account Length: 2010- Present

Account Description: FMCD is a subsidiary of Varsity Facility Services and a sister company of System 1 overseen by Robert Rayl. FMCD currently manages operations of facilities totaling 2,214,681 square feet and includes 65 buildings that include court houses, correctional facilities, forensic center, clinics and laboratories.

The facility has been designed to achieve LEED (Leadership in Energy and Environmental Design) Silver Certification as set out by the U.S. Green Building Council (USGBC).

The forensic center, clinics and laboratories require that we are responsive to unplanned situation that occur, such as Texas weather conditions and facility closures.

CBRE-Nissan Account - TN

Contact: Jared Lynn (Smyrna) or Brett Harris (Decherd)

Address: 983 Nissan Drive, Smyrna TN 37167

Phone: Jared: 615-355-2113

Email: jared.lynn@nissanusa.com

Account Length: 4/1/2010 – Present

Account Description: 25,000,000 square feet of office and mixed-use space. We have three large manufacturing plants. One in Smyrna, Tennessee and the other two facilities are in Decherd, Tennessee. Nissan requires adherence to recycling and sustainability practices above and beyond those required by other contracts. This includes the assurance that recycling materials leaving the premises are tracked on a monthly basis and reports are provided on savings.

- Manage waste hauling contractors (waste, recycle, compost).
- Monitor front loader usage and recommend changes in service frequency to optimize cost efficiencies.
- Ensure adequate schedules/hauls on all bins and compactors to avoid any overflow of materials.
- Propose pressure gauges on key/all compactors.
- Maintain placement of containers and ensure clean liners.
- Track on calendar, pull date, level on gauge and weight, confirm against billing to ensure no overcharges. If overcharged, get credit. Track savings and results on a monthly basis.
- Benchmark vendor pricing and service levels. Propose new vendors that will save the client money.

Capability

Subcontractor's Health and Safety Plan - The proposal shall include a health and safety plan that addresses the following:

- (1) Provide your proposed Health and Safety Plan for meeting the Requirements of the Statement of Work. Describe how you ensure that your employees will meet the Health and Safety requirements of the plan. **See Attachment (6) for Health and Safety Plan submission requirement.**
- (2) Demonstrate how your company conducts safety training with personnel. List the safety topics covered, how often, and if the training is performed "in-house" or outsourced.
- (3) Provide your Environmental, Safety and Health Subcontractor Risk Evaluation Worksheet for your firm and any proposed lower-tier subcontractors (Attachment 7).
- (4) List the types of safety training your key personnel have completed and the safety training required for the personnel proposed in your offer.

Health and Safety Plan

See the System 1 Health and Safety Manual – May 2016.pdf

Quality Control Plan

Include a quality control plan that addresses the minimum requirement listed in **Section 16** of the Statement of Work.

An effective partnership requires that System 1 maintains a scheduled communication plan with your facility manager, in which contract performance metrics are reviewed and plans are made to reconcile deficiencies.

The partnership is enhanced when the customer's representative is willing to meet regularly and log complaints and requests into our work order management system (via phone, email or web entry) so that accurate performance reports can be generated and used for continuous improvement. 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:

Job Cards

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.



Electronic Audits and Inspections

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

Location	Scoring Range	Rating	Comments/Action Plan	Repeat Issue?
ENTRY Scrubbing, waxing, glass, metal Waxing, metal-polishes & waxes. Thresholds, corners & edges.	Jan-16 B = 12-5 C = 1-11 D = 9-5 F = 8			
LOBBY Scrubbing, waxing, carpet Scrubbing, corners & edges, walls & tile. External metal-polishes, wall Scrubbing. Metal, check stands	Jan-20 B = 18 C = 16 D = 14 F = 12			
CAFETERIA Scrubbing, waxing, carpet Scrubbing, corners & edges, walls & tile. External metal-polishes, wall Scrubbing. Metal, check stands	Jul-17 B = 16 C = 13-5 D = 12 F = 9-5			
CONF ROOMS / OFFICES Scrubbing, waxing, carpet Scrubbing, corners & edges, walls & tile. External metal-polishes, doors & frames, wall opening, stands	Jul-13 B = 15 C = 12 D = 9 F = 8			

24/7 Customer Support Center

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



Mobile App Technology

System 1’s work order, inspection and periodic work management system provides a direct, inside view of System 1’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.

Mobile App Technology helps you...



Customized Templates

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 System 1 can model its technology and cleaning operations according to your requirements and specifications.

ID	Location	Category	Created By	Date of Inspection	Final Points
1288	Columbus	Public FC	Steven Gury	09-26-2007	95.87
1289	Baltimore North	Public FC	Steven Gury	09-26-2007	95.25
1290	Albany	Pub	Steven Gury	09-26-2007	95.42
1291	Columbia	Public FC	Lee Tappin	09-26-2007	95.92
1292	Columbia	Pub	Lee Tappin	09-26-2007	95.39
1293	Baltimore North	Public FC	Steven Gury	09-26-2007	95.84
1294	Albany	Public FC	Steven Gury	09-26-2007	95.85
1295	Denver South	Pub	Lee Tappin	09-26-2007	95.98
1296	Baltimore	Public FC	Steven Gury	09-26-2007	95.71

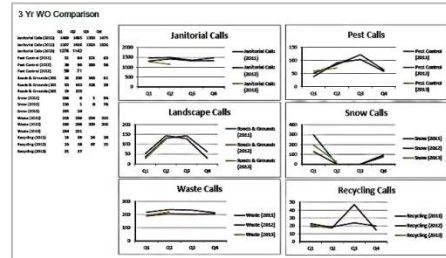
Scheduling Work Orders

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.



Work Order Reporting

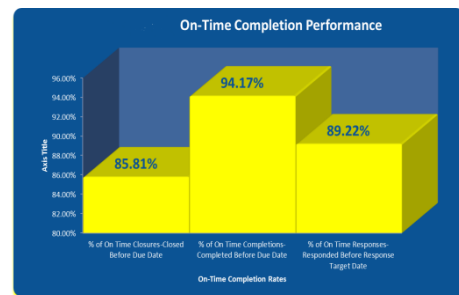
Our CMMS can gather data that customers and facility managers need for their own reporting requirements.



Customer Feedback

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
- Quarterly reviews



System Audits and Inspections

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.

The regional and area managers review customer requests and escalations through our support center technology and monitor responsiveness through hand-held devices and web-based technologies.

Sample Inspection

Closet Standards		<input checked="" type="checkbox"/>
Safety Posters visible/hung	Posters are hung in a visible place and in good condition.	<input type="checkbox"/>



Cleaning Services Proposal from System 1, Inc.

Closet clean/organized	Floors clean. Chemicals, supplies, and equipment are stored properly. Heavy items stored on lowest shelf or floor?	<input type="checkbox"/>
HAZCOM/MSDS Sheets	Present, updated Materials and Safety Data Sheets	<input type="checkbox"/>
First Aid Kit stocked	Supplies with assorted Band-Aids, gauze pads, Ace Style Bandage, Triangular Bandage w/ 2 Pins, Absorbent Compress, Medical Tape, Cotton Swabs, Neosporin Packets, Antiseptic Towelettes, Burn Cream Packets and Ibuprofen.	<input type="checkbox"/>
Chemical Standards		<input checked="" type="checkbox"/>
Chemicals – approved	Only approved are stored in closet.	<input type="checkbox"/>
Chemicals labeled	Correct label present. Label is legible.	<input type="checkbox"/>
Chemicals safely stored	Chemical stored safely below eye level and in control cabinet, if available.	<input type="checkbox"/>
Equipment Standards		<input checked="" type="checkbox"/>
Vacuums maintained/POC	Filters are clean. Cord is in good condition, Backpack straps are working	<input type="checkbox"/>
Restroom Cart/Caddy Stocked/POC	Cart/caddy is clean and in good condition. POC cards are present and in good condition.	<input type="checkbox"/>
Brute stocked/POC	Stocked and in good condition. Apron is clean and organized. POC stickers present.	<input type="checkbox"/>
Microfiber Towels – 3 colors/maintained	3 color towels present? Maintained properly?	<input type="checkbox"/>
Mops/Buckets clean/POC	Clean and well-maintained? POC stockers on mob bucket?	<input type="checkbox"/>
Specialist Observation		<input checked="" type="checkbox"/>
Specialist works efficiently	Duties performed quickly, effectively, and according to production standards?	<input type="checkbox"/>
Workflow is performed	Worked clockwise, top/down and dry-to-wet?	<input type="checkbox"/>
Duties performed in order	Performed duties in proper order according to POC sticker	<input type="checkbox"/>
Towel correct color / 8 sides	Uses correct (color) towel for each surface? Used 8-sided system?	<input type="checkbox"/>
Course Spray/onto towel	Used stream spray, not mist? Sprayed onto towel, not surface (except toilets /urinals)?	<input type="checkbox"/>
PPE properly worn	Uses proper PPE (personal protective equipment) for task?	<input type="checkbox"/>
Vacuum side-to-side motion	Use backpack vacuum with side-to-side motion	<input type="checkbox"/>
Proper chemical for surface	Uses chemical that is safe for surface, appropriate application.	<input type="checkbox"/>



Skill / Behavioral Reinforcement		<input checked="" type="checkbox"/>
SHAPE reminder	Discuss the 5 points of SHAPE with specialist	<input type="checkbox"/>
Safe lifting	Demonstrate safe lifting technique to specialist	<input type="checkbox"/>
MSDS Sheet	Remind specialist where Materials and Safety Data Sheets are.	<input type="checkbox"/>
JanOPS Stretcher reminder	Ask specialist if they are doing stretches. Remind specialist to perform stretches regularly.	<input type="checkbox"/>
Stop/Go & 5/25 reminder	Remind specialist of Stop/Go process & 5/25 scan	<input type="checkbox"/>
Physical Security	Shift completion: facility secured and approved by NREL TM, Site Ops, Building Area Engineer or facility manager according to P&P.	<input type="checkbox"/>
Uniform Standards		<input checked="" type="checkbox"/>
Uniform appearance	Is specialist wearing company uniform and badge? Neat and professional appearance?	<input type="checkbox"/>

Audit Frequency

The area manager, supervisor and/or team leads, provide the appropriate and necessary management and supervision for all System 1 employees on a daily basis.

Role	Type	Frequency
Team Leads	Quality Inspections Security Inspections	Daily
Supervisors	Quality Inspections/Safety Inspections	Daily/Weekly/As Needed
Area Manager	Quality Inspections/Safety Inspections	Weekly/As Needed
District Operations Manager	System Audits/Safety Inspections Organizational Audits	Monthly (At minimum)/As Needed
Regional Manager	System Audits Safety Inspections Client VOC	Quarterly (At minimum)/As needed

Corrective Action

1. The customer is not satisfied with a service.



2. A Priority 1 and Priority 2 work order that must be phoned into the customer support center using the 1-800 number - (888) 862-4089.
3. System will escalate the work order to the highest level and upper management is contacted by phone or email.
4. Management will contact facility management to discover the nature of the problem and analyze the issue for a root cause.
5. Timeline is made for resolution of the problem and management agrees to sign off on the work order when the issue has been resolved.
6. If a work order is overdue and not closed out, upper management will continue to be notified until the work order is closed. Escalations are only closed when the work order is closed.
7. System 1 guarantees an escalation process for assuring work orders are closed and performance is monitored and dealt with accordingly.

Customer Complaint Resolution

System 1, Inc. action plans use the following outline for quality improvement, whenever a complaint is lodged about services.

1. The regional manager contacts the facility manager/client to investigate the nature of the unsatisfactory performance.
2. System 1 managers will investigate and evaluate the complaint to discover the **Root Cause** of the unsatisfactory performance complaint.
3. Management will develop an Action Plan to resolve the unsatisfactory performance and they will review the action plan with facility / client management to demonstrate that the problem is being addressed.
4. Action Plan timelines will be implemented for responsive resolution of the problem.
5. Management will follow-up with facility/client management to ensure that the action plan was effective and the unsatisfactory performance complaint has been resolved

Equipment










- (1) Provide a list of all janitorial/custodial equipment which is required for the performance of the Statement of Work. State whether the janitorial/custodial equipment is owned or leased by the Offeror. Include whether the janitorial/custodial equipment is committed to current contracts or subcontracts or would be available for the performance of this proposed subcontract. If the janitorial/custodial equipment is currently not available for performance on this subcontract, indicate how the Offeror plans to fulfill the requirements.
- (2) Describe the Offeror's backup plan to replace janitorial/custodial equipment if it should break down during performance. Provide an explanation of this plan and how it would be implemented to preclude delays in performance.
- (3) Association of Physical Plant Administrators (APPA) Guidelines. Describe how your firm will conduct APPA audits to ensure compliance in accordance to the guidelines. See Exhibit #2 entitled "APPA Guidelines" in the Statement of Work.
- (4) d. Organizational Structure. Describe the Offeror's organizational structure and provide a complete and detailed organizational chart.

CRI-Green Label Equipment


System 1 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.

System 1'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.

Equipment	Description
	<ul style="list-style-type: none"> ✎ 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.
<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.

Equipment	Description
<p data-bbox="306 296 514 323">Floorkeeper 20 OB</p> 	<p data-bbox="646 296 922 323">Tornado Floorkeep 200B</p> <ul style="list-style-type: none"> <li data-bbox="646 327 1419 357">✿ High-performance disc-scrubbing designed for building service contractors <li data-bbox="646 359 1317 388">✿ Orbital chemical-free scrubbing and stripping for faster cleaning <li data-bbox="646 390 1386 441">✿ Parabolic, no-hassle squeegee system for maximum recovery and drier, safer floors <li data-bbox="646 443 1398 493">✿ Cordless batter operation with choice of traditional or maintenance-free batteries <li data-bbox="646 495 1135 525">✿ Clear sight-lines and simple operator controls <li data-bbox="646 527 1187 556">✿ Quiet operation ideal for day-cleaning applications <li data-bbox="646 558 1211 588">✿ Extra-wide scrubbing paths to shorten cleaning times <li data-bbox="646 590 1216 619">✿ Small rooms, detail or edge cleaning in large facilities
<p data-bbox="331 749 490 777">Windsor Titan</p> 	<p data-bbox="646 749 894 777">Windsor Titan ST708IE</p> <ul style="list-style-type: none"> <li data-bbox="646 781 1195 810">✿ 220-240 Volt/ 50 Hz Titan Wet/Dry Vacuum Cleaner <li data-bbox="646 812 922 842">✿ 30 Liter (8 gal) Capacity <li data-bbox="646 844 919 873">✿ 1.5 HP powerful Motor <li data-bbox="646 875 915 905">✿ 1000-1200 Max. Watts <li data-bbox="646 907 932 936">✿ Polyester bag-style filter <li data-bbox="646 938 924 968">✿ 27' (8.2 m) Power cable <li data-bbox="646 970 1304 999">✿ Rugged construction to provide years of dependable operation <li data-bbox="646 1001 1349 1031">✿ Standard with an eight-piece tool kit to increase cleaning versatility <li data-bbox="646 1033 818 1062">✿ UL Approval.
<p data-bbox="266 1108 557 1136">Windsor Cricket AutoMop</p> 	<p data-bbox="646 1108 862 1136">Cricket™ AutoMop</p> <ul style="list-style-type: none"> <li data-bbox="646 1140 850 1169">✿ Leaves floor dry <li data-bbox="646 1171 881 1201">✿ Reduces slip-n-falls <li data-bbox="646 1203 1159 1232">✿ "Ergo-mopping" eliminates swinging & wringing <li data-bbox="646 1234 833 1264">✿ Fewer injuries <li data-bbox="646 1266 1162 1295">✿ Clean with clean water vs. spreading dirty water <li data-bbox="646 1297 837 1327">✿ Quiet <52 dBA <li data-bbox="646 1329 987 1358">✿ Daytime Cleaning Productivity <li data-bbox="646 1360 1114 1390">✿ 5x the cleaning rate of a mop in open areas <li data-bbox="646 1392 1235 1421">✿ Add on tools provide ability to clean in small/tight areas <li data-bbox="646 1423 1235 1453">✿ Greater productivity than a 20" pad assist autoscrubber <li data-bbox="646 1455 943 1484">✿ Simple to operate & push <li data-bbox="646 1486 1370 1516">✿ Maintenance free: no batteries, no cords, machine is always available <li data-bbox="646 1518 1040 1547">✿ Footprint similar to a mop & bucket

Equipment	Description
 <p>Chariot 2 iGloss 20</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>Lightning 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. 🌿 Orbital technology reduces splash factor when compared to a rotary machine.

Equipment	Description
<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 wasily 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 is 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.
<p>Windsor iCapsol</p> 	<p>Windsor iCapsol Mini Deluxe Encapsulation Carpet Cleaner</p> <ul style="list-style-type: none"> ✿ 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. ✿ Unique brush system features two counter-rotating brushes to effectively clean and agitate both sides of the carpet nap. ✿ Counter-rotating brushes lift and groom the carpet pile, while the debris bin catches soil and debris. ✿ Streamlined, compact design makes it easier to clean in congested areas.



Equipment Backup Plan

Describe the Offeror's backup plan to replace janitorial/custodial equipment if it should break down during performance. Provide an explanation of this plan and how it would be implemented to preclude delays in performance.

Our service package with Waxie and Kärcher covers a complete maintenance program, including temporary replacement if equipment breaks down. This minimizes any downtime in performance and ensures the highest level of reliability. Other benefits include:

- Ensures operational safety of the machine
- Value retention and increased service life of the machine
- Quick response times
- Trained and experienced Kärcher Service technicians
- Services are planned by Kärcher, meaning none of your time is taken up
- Costs can be planned and calculated
- Discounts on all spare parts and accessories orders
- Reduced operating costs

APPA Guidelines

Association of Physical Plant Administrators (APPA) Guidelines. Describe how your firm will conduct APPA audits to ensure compliance in accordance to the guidelines. See Exhibit #2 entitled "APPA Guidelines" in the Statement of Work.

JanOPS system audits were created with APPA guidelines in mind and inspection are customized to ensure System 1 is APPA complaint. Our facility management system makes inspection and auditing data available to make sure Level 1 or Level 2 compliance is maintained at all times.

- Details from audits for your building
- Schedules and completion date of your periodic work
- Audits and work orders are scheduled
- Status of your work orders

System 1 uses its facility management system that is built on force.com (Salesforce platform). We create tailored job cards to assure you that our custodial services are consistently and reliably meeting APPA custodial cleaning requirements and staffing guidelines.

Sustainability

Sustainable Cleaning Products and Materials

Sustainable Cleaning Products and Materials. Describe how your firm will comply with Sustainable Cleaning Products and Materials and/or green products, described in Exhibit #1 "Pollution Prevention for Janitorial/Custodial Services" in the Statement of Work.

Certified Green Cleaning Chemicals

System 1 uses only environmentally responsible products, processes, packaging and equipment. We are committed to earth-friendly products and support our customers' environmental goals, such as following the LEED Policy Model for achieving best-in-class building strategies and practices.



Environmental Choice Certified Products

System 1 uses products that are Product are GreenSeal Certified (www.greenseal.org). All products are bio-based and environmentally preferred.









High-quality WAXIE-Green products include products that have been certified by third-party ecolabels.

In addition to providing cleaning performance, WAXIE-Green cleaning chemicals are also formulated to reduce potential impacts on human health as well as the environment. WAXIE-Green products offer a compelling combination of performance, price, health and safety, along with an environmentally preferable profile.

System 1 will always prefer products and services that consider human health and environmental impacts:

- 🌱 Minimizes exposure to concentrates
- 🌱 No ozone depleting substances
- 🌱 Recyclable packaging
- 🌱 Recycled content in packaging

-  Reduced bio-concentrate factor
-  Reduced flammability
-  Reduced or no added dyes except when added for safety purposes
-  Reduced or no added fragrances
-  Reduced or no skin irritants
-  Reduced or no volatile organic compounds (VOCs) and reduced packaging

System 1 shall meet the following standards in each category by using Waxie as our preferred vendor, or a vendor specified in agreement between System 1 and NREL.




- Green Seal GS-37 for general purpose, bathroom, glass, and carpet cleaners used for industrial and institutional purposes.
- Environmental Choice CCD-110 for cleaning and degreasing compounds.
- Environmental Choice CCD-146 for hard surface cleaners.
- Environmental Choice CCD-148 for carpet and upholstery care.
- Green Seal GS-40 for industrial and institutional floor care products.
- Environmental Choice CCD-112 for digestion additives for cleaning and odor control.
- Environmental Choice CCD-113 for drain or grease traps additives
- Environmental Choice CCD-147 for hard floor care.
- Green Seal GS-09 for paper towels and napkins.
- Green Seal GS-01 for tissue paper.
- Environmental Choice CCD-082 for toilet tissue.
- Environmental Choice CCD-086 for hand towels.
- Janitorial products derived from rapidly renewable resource or made from tree-free fibers.
- All paper products shall be made with recycled content. This includes toilet paper, tissue paper, and paper towels.
- All composting bags shall be biodegradable bio bags (the mil of the bio bags needs to be 1.0).
- Trash bags shall be made of recycled content. Disposable janitorial paper products

GreenSeal and GreenGuard Chemicals

Managers and supervisors are not authorized to purchase outside the standard chemicals. By standardizing our cleaning chemicals, System 1 ensures all products are environmentally certified.













Green Certified Products

-  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>

	<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>

Sustainable Cleaning Equipment

Describe how your firm will ensure all equipment provided in support of the Statement of Work will comply with Sustainable Cleaning Equipment, found in Exhibit #1 "Pollution Prevention for Janitorial/Custodial Services" in the Statement of Work.

System 1, Inc. Cleaning Equipment is certified by the Carpet and Rug Institute "Green Label" Testing Program for vacuum cleaners to operate with sound level less than 70 dBA.

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. System 1 stays up with technological trends to meet S.H.A.P.E.™ standards to:

- Improve safety for cleaners and building occupants

- Reduce cross-contamination
- Extend the life cycle of building assets, such as carpeting and furniture
- Use environmentally-friendly chemicals, supplies and equipment
- Reduce errors, costs, and complaints
- Equipment is ergonomically designed to maximize productivity by minimizing operator fatigue and discomfort.
- A log is kept for maintenance and use of equipment.
- Equipment is cleaned when the shift ends and before the next shift starts
- Reports on cleaning products and equipment are required for year-end reports

Sustainability Acquisition Program

c. Describe how your firm will meet the requirements of Article 13 entitled “Sustainability Acquisition Program (Special) (Mar 2011) in the Sample Subcontract (Attachment 2).

System 1 shall comply with the requirements of Executive Order 13423, Strengthening Federal Environmental, Energy and Transportation Management, (<http://www.epa.gov/greeningepa/practices/eo13423.htm>) and Executive Order 13514, Federal Leadership in Environmental, Energy, and Economic Performance (<http://www.archives.gov/federal-register/executive-orders/disposition.html>).

System 1 shall consider the best practices within the DOE Acquisition Guide, Chapter 23, Acquisition Considerations Regarding Federal Leadership in Environmental, Energy, and Economic Performance. Compliance concerns recycled content products, biobased products, energy efficient products, water efficient products, alternative fuels and vehicles, non-ozone depleting substances and other environmentally preferable products and services.

System 1 uses only environmentally responsible chemicals, products, processes and packaging. We proactively introduce environmentally conscious programs such as solid waste management and recycling.

System 1 Green Cleaning Policy

System 1’s commitment to the environment, health and sustainable practices is built in to our **JanOPS®** cleaning system. System 1 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 System 1 an industry leader in green cleaning and sustainability.

System 1 uses only environmentally responsible chemicals, products, processes and packaging. We proactively introduce environmentally conscious programs such as solid waste management and recycling. System 1’s cleaning system is ISSA CIMS-Green Building certified and compliant with LEED-EB requirements.

Through a third party, System 1 is audited for its:



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

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

System 1 cleaning specialists receive sustainability training. There are sections that address: **Our Environment, Indoor Environment, Sick Buildings, and Cleaning for Health and Green Cleaning.**

System 1’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



6 GREEN FOCUS AREAS



7 LEED-EB POINTS



8 RECYCLING SYSTEM



9 BEHAVIOR SUPPORT





The following are nine Green System standards that System 1 upholds:

1. **GREEN CHEMICALS:** *JanOPS*® standardized cleaners and floor care products are ecologically certified, low pH, and consistent throughout the company.
2. **GREEN SUPPLIES:** System 1 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 levels below 69 dBA. 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:** System 1 *JanOPS*® cleaning specialists reinforce Green Cleaning policies.
6. **GREEN FOCUS AREAS:** System 1 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:** System 1 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 *S.H.A.P.E.*™ behaviors into cleaning routines. Continual reinforcement is maintained to follow the most sustainable practices possible.

Conservations of Utilities

Additionally, System 1 builds into its current practices and policies specific behaviors and practices pertaining to **lights, water and electricity**.



ISSA CIMS Certification

Under the CIMS-Quality Company certification, the independent auditor certifies the cleaning contractor in the following areas:

- Quality Systems
- Service Delivery
- Human Resources
- Health/Safety
- Environmental Stewardship and,
- Management Commitment

The CIMS-Green Building certification ensures the cleaning contractor meets the following standards:

- Has and implements a green building policy,
- Implements a high-performance cleaning program,
- Achieves custodial effectiveness,
- Purchase of sustainable cleaning products, materials and equipment, and indoor chemical and pollutant source control.

By contracting with a CIMS certified company, NREL receives additional assurance that the cleaning contractor meets the site's high health, safety and compliance standards. Battelle further has assurance of consistent reliability from a CIMS certified cleaning contractor.



August 16, 2015

Mr. Tyson Lee
System 1, Inc.
3720 W. 72nd Ave
Westminster, CO 80030
US

Dear Tyson:

I am pleased to inform you that System 1, Inc. has successfully passed its Cleaning Industry Management Standard- Green Building assessment and is hereby awarded **CIMS-GREEN BUILDING CERTIFICATION WITH HONORS**.

Congratulations on this wonderful achievement!

CIMS-GB certification demonstrates that System 1, Inc. has undergone a comprehensive assessment by an independent, accredited CIMS-GB assessor and has successfully demonstrated a commitment to the delivery of environmentally preferable services that are designed to meet customer needs and expectations. By implementing the CIMS-GB principles into the organization's operations where requested, System 1, Inc. has established its capability to provide green cleaning services and assist customers in achieving points under the LEED-Existing Buildings: Operations and Maintenance (LEED-EBOM) Green Building Rating System.

As an official CIMS-GB certified organization, you are entitled to display the CIMS-GB logo in accordance with the logo use policy. Copies of the CIMS-GB logo are provided for your convenience.

Your CIMS-GB certification is valid for two years. You may renew your certification upon its expiration by undergoing a further assessment to ensure that your operations continue to meet the CIMS and CIMS-GB requirements.

Once again, congratulations on your achievement, and thank you for choosing ISSA's CIMS program as the Standard by which you wish to benchmark and promote your organization.

Sincerely,

A handwritten signature in black ink that reads "John P. Garfinkel".

John P. Garfinkel
Executive Director: ISSA



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

Appendix A - Project Management Methodology

The proposed Management Plan that includes information such as the Offeror's project management methodology and communication model.

System 1 consistently practices on-going quality assurance initiatives to ensure your facilities are safe, secure and reflect a positive image. Upon award of contract, System 1 develops detailed operational schedules, including specific job assignments by employee, supervisor and area manager.

Some of our methods for doing business are outlined below:

Additional components of our method of approach are as follows:

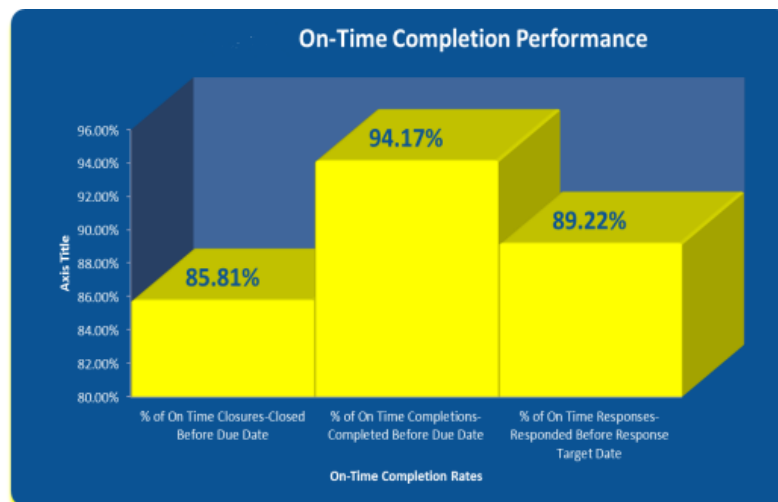
- Compliance Training
- Transparent Performance and Labor
- Culture of Responsiveness
- Concrete Cleaning
- Other Innovative Solutions

Compliance Training

System 1 has developed its training to supplement and reinforce the NREL's annually mandated training for health, safety and security. Regular training is essential for establishing a safety culture.

Transparent Performance and Labor

Our facility management system schedules periodic work orders and provides completion reports.



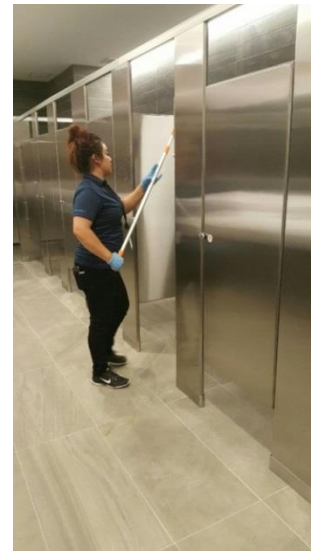
Frequencies, due dates, and details are accessed using hand-held smartphones or web browsers. A listing of scheduled periodic work orders can be seen on your online calendar and completed tasks generate emails that are sent to the customer. Work orders are sent by phone or electronically.

Culture of Responsiveness

We have designed our operational approach to reinforce our culture of responsiveness. Consequently, our system is designed to respond quickly (within 1-2 hours maximum) to any request from BEA employees. We put our focus not only on training our custodians on cleaning procedures, but interpersonal skills and etiquette. Our operational plan includes:

- ❑ **Zone matching:** We match custodians with the area they are placed in. It's important that area occupants like and respect the custodian. When there is a discrepancy, we seek to remedy it or change the cleaning zone for the custodian.
- ❑ **Limited Access:** We place custodians who can best perform in limited access, high security and escorted areas. We train custodians in these areas to be polite and sensitive to unique circumstances like having an escort follow you around.

Each custodian receives 30-days of on-the-job training to help nurture this culture of responsiveness in new employees. Our best trainers are assigned during this time and we limit the new custodian to one specific area until process, culture and etiquette are learned.









Concrete Cleaning

System 1 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 System 1's commitment to green products and processes, System 1'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





Certified Minority Owned Business Status

System 1 is a Certified Minority-owned Company. System 1 also gives precedence to MWDBE suppliers and subcontractors. In addition, System 1 tracks MWDBE spending on several accounts, which data is available to NREL.



Other Innovative Solutions

System 1 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. System 1 is willing to set regularly scheduled meetings to discuss opportunities for alternative cleaning solutions.

<p>Pure, ionized water, glass cleaning</p> <p>System 1 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</p>	<p>Color-coded Microfiber Towels</p> <p>System 1 uses a color-coded 3-towel cleaning system, which maximizes the removal of bacteria and other unwanted matter and prevents cross contamination.</p>
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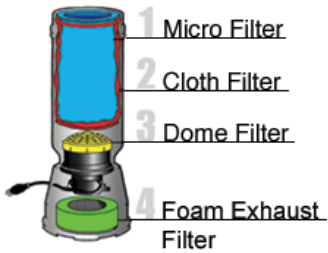


De-mineralized water actively absorbs dirt, chemicals and minerals.



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

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

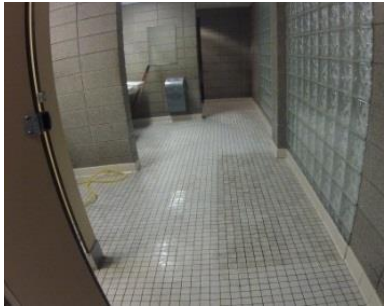


Mop Buckets to Reduce Cross-contamination

Mop buckets that separate clean and dirty water, and reduces transfer of unwanted matter.



Restorative Tile Cleaning and De-scaling



Disaster Recovery

We maintain water extraction equipment for flooding, as well as equipment to secure damaged property (doors, windows and roofs).





Appendix B - Attachments

Attachment	Description	Compliant	File
1	Statement of Work dated 03/17/16	Yes	Att 1 Appendix A - SOW Custodial-Janitorial Services 4_11_2016
2	Sample Subcontract	Yes	Att 2 SAMPLE SUBCONTRACT - JANITORIAL-CUSTODIAL SERVICES 04_13_16
3	Service Contract Act Wage Determination No. CBA-2016-8457, Revision No. 0, dated 02/16/2016	Yes	Att 3 Appendix G - SCA Wage Determination - CBA-2016-8457 02_16_2016
4	Plan to Propose Notice Form	Yes	Att 4 Notice of Intent
5	Proposal Forms (spreadsheet/workbook includes 11 worksheet tabs): <ul style="list-style-type: none">■ Labor Rate Break-Down Proposal Form■ Cost/Price Proposal Forms■ Fixed Price Amounts	Yes	Att 5 Cost-Price Proposal Forms
6	NREL Guidelines for Preparing a Subcontractor's Health and Safety Plan – Non-Construction	Yes	System 1 Safety Manual May 2016.pdf
7	Environmental, Safety and Health Subcontract Risk Evaluation	Yes	Att 7 EHS Risk Evaluation Sheet.doc
8	Representations and Certifications for Commercial Items and Services Subcontracts/Purchase Orders (03/21/16)	Yes	Att 8 Reps and Certs_03_21_16