Response to Request for Proposals for Facilities Management, Operations, and Maintenance Services
RFP Ris2009-1 Nathan Bishop Middle School, Providence Career & Technical Academy and Field House, and Classical High School Athletic Field

November 9, 2009
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City of Providence  
State of Rhode Island  
Board of Contract and Supply  
Department of the City Clerk  
City Hall  
Room 311  
Providence, RI 02903

Re: Request for Proposal for Facilities Management, Operations and Maintenance Services, RFP RIS2009-1, Nathan Bishop Middle School, Providence Career and Technical Academy and Field House, Classical High School Athletic Field

To Whom It May Concern:

ARAMARK Education is pleased to submit for your consideration our response to the City of Providence’s Request for Qualification for RFP RI2009-1. ARAMARK is a national leader in providing comprehensive facility management solutions in the education marketplace. With our extensive facilities management experience, ARAMARK will bring Providence School Department and the City of Providence a distinct and valuable operational perspective. Our comprehensive range of technical and operational skills allows us to approach each project from a holistic perspective. Our experience brings the best in operations, maintenance, design, engineering, construction, troubleshooting, and training to meet your new facility’s needs.

ARAMARK professionals are the industry experts when it comes to understanding HVAC, electric and plumbing systems, boiler and chilled water systems, I testing and balancing, and environmental controls. Equally important is our ability to provide “hands-on” practical training to the operations and maintenance staffs. Our resume of education projects includes: recreation centers (athletic and aquatics); campus performing arts centers; large classroom, academic, computer, and science facilities; heating and cooling plants; and major electric infrastructure as well as retro-commissioning of existing buildings and systems.

We look forward to participating in the Request for Proposal process for the facilities management, operations and maintenance services of these new buildings, and to discussing this project further with the Providence Public School District (PPSD) and the City. Thank you for your consideration and your continued interest in ARAMARK Education. We remain flexible in our approach.

Sincerely yours,

Merrie Bernstein  
Director of Business Development

1101 Market Street  
PHILADELPHIA, PENNSYLVANIA 19107  
908-458-2992  
BERNSTEIN-MERRIE@ARAMARK.COM  
www.aramarkschools.com
The attached proposal and documents submitted with the proposal by ARAMARK are
the property of ARAMARK and contain personnel information, plans, projections, client information, and other highly confidential material. This information is compiled on a confidential basis and may be reviewed by The City of Providence and Providence Public School Department (PPSD) solely for the purpose of the award of a contract. The information contained herein is information in which ARAMARK has a proprietary interest and is not intended for public use. Reproduction of any
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ARAMARK Education believes that a welcoming, vibrant environment is a bridge to the accomplishments that mean the most to Providence Public Schools (PPSD). We bring industry-leading innovations, resources, talent, and expertise to our clients. We empower teams and equip them with support, training, and resources. This alignment with the Providence Public Schools and The City of Providence, combined with innovation and expertise, creates

**Achieving Excellence Together.**

In order to design a successful solution, it is important to understand the challenges and goals of Providence Public Schools. Through our experience with hundreds of educational clients throughout the country, the stated objectives in the RFP, and additional information you have provided, ARAMARK understands that the successful services provider for Providence Public Schools must achieve the following objectives:

- Provide the capabilities to accomplish the intended scope of work as outlined in the Request for Proposal in an exemplary manner.
- Provide a comprehensive operating plan which also allows for 24/7/365 operations coverage.
- Address all maintenance and systems associated with operations of buildings.
- Events management.
- 24/7/365 operations coverage.

**Scope and Intent**

To provide a comprehensive operating plan for the above spaces that minimally addresses on a full time basis, the following facilities and event management needs:

- Operating plan and budgeting
- Human Resources/Labor Relations
- Safety and Training
- Monthly metrics and reporting
- Customer surveys
- Utility management and sustainability programming
- CMMS/Call Center & Work Scheduling
- Vendor selection, management, & payments
- Staffing, scheduling, & fulltime coverage
- Event management, marketing, sales, & supervision
Systems to be Addressed:
Maintenance and operations to address all needs associated with:
Architectural and structural
HVAC controls
Mechanical/electrical/plumbing
Fire alarms, elevators, sprinklers, & specialties
Grounds and turf management

Hours of Operations:
24/7 coverage of all operating systems
Supervision & management during occupied hours
Emergency response
Ability to leverage existing school dept resources
Seamless operations from user perspective vs. existing school facilities

Events Management:
ARAMARK is the foremost provider of events management for sports and recreation facilities. We provide on-site marketing, management, setups, and coordination services at hundreds of locations and venues. At our higher education locations, most include management of an artificial turf athletic field as a component of our comprehensive operations.

ARAMARK’s resources and expertise will be represented in a full time events and marketing manager. This individual will focus on:
- Marketing of the venue and athletic field for additional revenue purposes - B2B, web-based, event based, sponsorship based, outside organizations, community functions, not for profits, etc.
- Coordination and scheduling of the venue to maximize utilization between PPSD activities and outside organizations
- Marketing and developing corporate sponsorship opportunities
- Event coordination, design, management, setups, scheduling, teardowns and billings
Within our proposal, we have addressed ARAMARK’s expertise and resources to manage PPSD’s specialized MEP equipment, the advantageous synergies that exist with our current engagement at PPSD.

The advantages of the ARAMARK model are:
• Lowest possible price to the District
• Seamless transition
• Ready to start immediately
• Depth of technical resources
• Synergies with existing resources
• Most experienced management team
• Local labor and political credibility
• Understanding of local and state opportunities
• Experience in marketing and managing venues
• Flexibility to address all needs

What Is the Result?
We take responsibility seriously. Our approach is one of bringing solutions, strategies, and resources to the campus. The future relationship between Providence Public Schools and ARAMARK will be one of working together in a mutually rewarding manner—Achieving Excellence Together. This type of business relationship is not sustainable without characteristics such as trust, competence, compatibility, and dedication. Through demonstrating these same characteristics, we seek to extend our resources to Providence Public Schools.
CERTIFICATION OF BIDDER
(Non-Discrimination/Hiring)

Upon behalf of ARAMARK Management Services, L.P. (Bidder's Name), I, Jeff Gilliam (Name of Person Making Certification), being its Vice President (Title of Person Making Certification), hereby certify that:

1. Bidder does not unlawfully discriminate on the basis of race, color, national origin, gender, sexual orientation and/or religion in its business and hiring practices.

2. All of Bidder's employees have been hired in compliance with all applicable federal, state and local laws, rules and regulations.

Witness my hand, duly authorized on behalf of Bidder, on this 20th day of November 2009.

Bidder's Name: [Signature]

By: Jeff Gilliam (Printed Name)

Title: Vice President
## BIDDERS BLANK

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<td>Total Amount In Writing:</td>
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Additional Bidding Details (Use Additional Pages If Necessary)

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<tr>
<td>Title of Person signing:</td>
<td>Vice President</td>
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<tr>
<td>Firm Name:</td>
<td>ARAMARK Management Services, L.P.</td>
</tr>
<tr>
<td>Address:</td>
<td>1101 Market Street, Philadelphia, PA 19107</td>
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<tr>
<td>Phone #:</td>
<td>215-238-3000</td>
</tr>
<tr>
<td>Delivery Date:</td>
<td>11/9/2009</td>
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<tr>
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ARAMARK Management Services, L.P. hereby agrees to contract and furnish all labor, and service necessary for REQUEST FOR PROPOSAL FOR FACILITIES MANAGEMENT, OPERATIONS AND MAINTENANCE SERVICES, RFP RIS2009-1, NATHAN BISHOP MIDDLE SCHOOL, PROVIDENCE CAREER AND TECHNICAL ACADEMY AND FIELD HOUSE, CLASSICAL HIGH SCHOOL ATHLETIC FIELD/PROVIDENCE SCHOOL DEPT./LOCAL all in accordance with the specifications and in the manner and upon conditions herein provided for the total sum(s) listed below:

PLEASE BID AS PER ATTACHED SPECIFICATIONS

THERE WILL BE A MANDATORY PRE-BID CONFERENCE
ON
OCTOBER 20, 2009 AT 8:00 AM
PROVIDENCE CAREER AND TECHNICAL ACADEMY
91 FRICKER STREET
PROVIDENCE, RI 02903
ARAMARK Education has extensive familiarity and experience with sustainable design or “Green” buildings. We are dedicated not only to supporting PPSD's holistic goals to support sustainability, but also your practical need to meet NE CHPS (North East Collaboration for High Performance Schools) requirements and successfully maintain functional facilities.
ARAMARK Synergies

ARAMARK provides the best value and most qualified program for comprehensive operations management. Aside from qualifications and experience, leveraging our current operations resources and local presence provides the District and the City with significant incremental resources at no additional cost. Our Proposal is based upon utilizing the resources in place without any dilution to the current operation to provide a seamless model to the community.

For example, all work and set up requests would go the existing call center number. There would be no need for different or duplicate operations and no confusion from a community or user standpoint. And when events or needs exceed the resource requirements as spelled out in this RFP, ARAMARK would be able to readily draw upon the existing management team and operations resources to support any need or staffing level. Only true incremental costs would be incurred as the operations management and support network is already in place.

The District and the City are ensured to get both dedicated, specialized resources devoted to this project with the backup of the entire embedded local presence—Human Resources, management, technical expertise, labor, contractor agreements, call center, and community knowledge.
Field House Operating and Management Plan

An events manager will be at the forefront of our plan for the field house operations and management plan. This manager will oversee the day-to-day operations at the field house, as well as scheduling of all events, direct the dedicated events porter, coordinate advertisement of the facility, facilitate maintenance of the space, manage setups and teardowns, and work with the ARAMARK Call Center to schedule, track and report on the field house usage. The manager will run the field house as a profit center for the PPSD.

A dedicated events porter will follow directions from the events manager for the day-to-day cleaning, setups and teardowns, project work, and work flow assistance. Their main duties will be to keep the field house clean and in orderly spotlessness.

Green, environmentally safe cleaning chemicals and green sealed equipment will be supplied by ARAMARK and used at all times in this building. Our Facility Services team contributes to protecting the environment. The director of custodial services works with the events porter to train on selected environmentally friendly cleaning supplies that are green seal approved, such as glass and all-purpose cleaners, as well as floor wax and strippers.

ARAMARK is committed to reuse and recycle to minimize waste and is dedicated to helping Providence Public Schools employ these practices as well. We have developed and implemented a comprehensive Recycling Program. This Recycling Program, based on cost-effective and efficient measures, has been successful throughout the country.

The events porter will be assisted by a cleaning staff in the building to maintain the field house at the highest level of cleanliness and appearance. They will assist the events manager along with other custodial staff in the setups and tear down of events. During the winter break, spring break, and summer break, project work will be completed.
The events porter with the events manager will work with the two dedicated maintenance technicians for any mechanical problems in the field house. They will notify them through the Call Center work order program and request work to be completed through the established procedures.

**Field House Scheduling Program**

The events manager will use a CMMS as a tool to schedule, track, and report on the events and usage of the field house through the already established Call Center. They will use this to plan and advertise to the general public, as well as PPSD events. Using printed media, Internet postings with the help of IT, and the school’s Web site, the events manager will post and update current events scheduled, open dates of the field house, and advertisements to entice the public and organizations to use the facility.

The events manager will work with the PPSD’s financial department and CFO to facilitate the finances of the field house. Fiscal management practice and audits by ARAMARK fulfill your maintenance management responsibilities with strong, continuous attention to fiscal responsibilities. Our objectives are:

- To strive for increased effectiveness, at less cost, through improved management and maintenance practices
- To achieve cost control through accurate budgeting with no surprises

Our financial and statistical data assists Providence Public School District with the preparation and monitoring of your budget of the field house in accordance with the general ledger of expense and accounting procedures. ARAMARK Education provides you with accurate, detailed financial information for projecting expenditures and forecasting profit.
**Operations Plan**

ARAMARK will have a dedicated, certified HVAC/control technician to maintain the HVAC, boilers, controls, and specified mechanical equipment at the two buildings. He will do morning and evening rounds, checking pressures and operating temperature, and use operational standards to complete morning and evening rounds. This person will also be in charge of the energy program and work closely with ARAMARK’s LEED AP personnel to make sure the buildings maintain NE CHPS certification.

The second dedicated technician for these two buildings will carry plumbing certification and have carpentry experience. He will work closely with the HVAC/control technician and aid him in the energy program. He will be the lead in all building trades maintenance. He will do the preventive maintenance and inspections on all mechanical equipment at the two buildings. He will be the main contact for the Call Center and follow the procedures to complete the preventive work orders on time and maintain the corrective maintenance work orders.

Both technicians will work with the Call Center on tracking equipment and building warranties though the CMMS system. They will make sure there is a procedure in place to check manufacture warranties to do repair and replacement and will not spend money that could be used for other programs. Technicians will work with contractors on an as-needed basis and also to do the annual inspections and safety checks. (See contractors scope of work.)
Daily rounds will be performed in each building in the morning and the evening. Preventive maintenance, testing, and inspections will be done monthly, quarterly, semi-annually and annually on equipment, bleachers, and life and safety items in accordance and compliance with local, state, and federal laws, as well as manufacturers’ specifications. The ARAMARK Team will utilize the TMA CMMS system which has all equipment specifications located in the system and all preventive maintenance procedures.

The two technicians will use current ARAMARK engineers and trades personnel to assist in the maintenance of the building on an as-needed basis at no additional charge to the District. When jobs call for assistance for a two- or three-man job, the Call Center will dispatch help to the two schools. By doing this, our efficient, technically oriented maintenance program provides PPSD consistent, leading-edge service excellence. We implement preventive and corrective maintenance practices to optimize the life of your equipment, reduce disruptions, and yield critical savings in corrective maintenance repairs.

ARAMARK understands that these two buildings represent technical skills that do not reside within the District. Understanding the local labor and political landscape, ARAMARK will work with Local 226 to create new positions that satisfy these needs. We will recruit and train new employees to be specifically assigned to these buildings. These positions will be supported by ARAMARK’S extensive non-resident technical and operations resources. As noted on the proposed organization chart, these positions will include the highly skilled technicians and porter/custodian.

Our maintenance program will yield the following benefits:
• Improve operating efficiencies, effectiveness, and measurable results.
• Extend asset life and optimize performance and reliability.
• Improve efficiencies and savings—labor, productivity, purchased services, and supplies.
• Accelerate savings through energy conservation.
• Achieve regulatory compliance assurances.
• Expand services, when needed.
• Reduce emergency breakdowns and repairs.
• Protect facilities investments.
• Reduce liability.
• Increase dependability and reduced disruption.

QUALIFICATIONS
Balancing Program Components Brings Efficiency
ARAMARK has experience in establishing programs that are designed to benchmark and measure the expenditures associated with labor, utilities, outside services, supplies, and capital. We understand how the quantity and quality of labor affects your expenditure categories and asset value. We also understand how the implementation of a formalized maintenance program reduces the need for capital and optimizes your facility assets.

Maintenance—Unbalanced Program
Maintenance—Balanced Program

The key components of your maintenance program include preventive maintenance, predictive maintenance, reliability-centered maintenance, corrective maintenance, minor construction, project management on minor construction projects, and safety and code compliance. Our comprehensive approach keeps these components in balance, allowing us to provide PPSD with assurances that your equipment remains operational, without major disruption, for the duration of our services. The ARAMARK program improves operational efficiency and increases reliability, life expectancy, and safety. Our team of specialists takes a proactive approach to your facility needs, resolving issues before they become problems.

A proactive maintenance program is established to maximize efficiency and productivity. Ultimately, a Reliability-Centered Maintenance (RCM) program is used. RCM is a logical, technical process to determine the appropriate maintenance tasks required to achieve design reliability under specific operating conditions and in the specific environment. RCM includes a variety of processes, such as preventive maintenance and predictive maintenance. Predictive maintenance is used, as appropriate, to include vibration analysis, infrared thermography, and ultrasonics. Workloads are balanced throughout the year, factoring in seasonal requirements, physical location of equipment, and total time available. A systemic process of continuous improvement is used to ensure a constant review of the maintenance process and adjustments to improve quality at every opportunity.
Corrective Maintenance:
The corrective maintenance segment of your program returns your equipment to maximum operating conditions through the timely correction of deficiencies. The ARAMARK corrective maintenance component includes:

- A priority system that allows immediate attention to corrective maintenance critical to your ongoing operation capability or for safety
- A maintenance and repair requisition process to provide accurate records of corrective action tailored to fit your requirements
- A reporting mechanism to determine the current status of actions in progress
- Information to make critical repair-versus-replace decisions

Minor Construction:
The minor construction and project management segment of your program includes those actions that alter the physical appearance of the structure or the use of your facility. Some adjustments, changes, and additions are always necessary, within the time and economic capability of the internal workforce. We measure these efforts to ensure they are cost effective and do not interrupt the normal functions of preventive, corrective, and life safety programs.

Code Compliance:
The safety and code compliance segment of your program assists PPSD with your department-related safety inspections, minimizing and reducing liability to buildings, equipment, students, and employees. The safety and code compliance component is designed to meet codes and requirements established by applicable regulatory agencies.

ARAMARK uses the following applicable rules and standards:

- Provide guidance in support of your Maintenance Department’s policies and procedures, including compliance with Environmental Protection Agency; National Fire Protection Association; and other local, state, and federal requirements.
• Collect and maintain all your pertinent documentation and compliance certification per the requirements of applicable local, state, and federal laws or regulations.
• Provide recommendations for correction of physical plant deficiencies, as required.
• Perform hazard assessments and make recommendations regarding how safety is provided as well as, or better than, the manner described in applicable standards, rules, regulations, and codes.
• Assist with instituting and documenting fire prevention measures in buildings where needed. Administrative support is also provided to help institute written procedures, drills, and safety inspections.

Provide staff training in the areas of:

• Hazardous material management
• Hazard communication
• Lockout/tagout
• Personal protective equipment
• Bloodborne pathogens
• Asbestos awareness
• Confined space entry
• Respiratory protection/tuberculosis
• Fall protection

ARAMARK uses the following functional safety measures to ensure your staff members are protected from potentially hazardous situations:

• We provide management assistance to your Safety Committee.
• We provide management guidance for facility safety. This includes practices and written policies and procedures, as approved, which minimize hazards to all who use your buildings or property.
• We maintain written standards, procedures, schedules, and necessary records and documentation.
• We assist PPSD with preparing disaster plans.
General Maintenance:
The most common maintenance area to suffer in an environment of strained resources is the area most visible to students, visitors, and staff. The cleanest room, attended by the best-trained and most courteous custodian, will appear dirty if the material condition of the walls, ceilings, furniture, and fixtures is not properly maintained. Today, the expectations of students and their families are higher than ever before, and consumer decisions are impacted by the perception of quality.

In response to the need to enhance the perception of quality through well-maintained and aesthetically pleasing facilities, ARAMARK has developed numerous customized approaches to accomplish the provision of general maintenance.

Elements of General Maintenance
The elements of general maintenance services managed by ARAMARK vary by the needs of individual clients. However, several key elements are often part of the general maintenance program, including:

- Wall patching and preparation
- Touch-up painting services and scheduled painting services
- Classroom inspection services
- Work order generation and tracking
- Ceiling tile and lamp replacement services
- Light fixture and ice machine cleaning
- Simple repairs

The general maintenance team works together with the Custodial Services Department and the Maintenance Department to improve the quality of the student and staff experience through a clean, well-maintained, and aesthetically pleasing facility. Cooperation, communication, and teamwork are the keys to a successful program.
Maintenance Training:
ARAMARK provides PPSD with a professional, qualified resident and resource management team for the performance of maintenance administrative functions.

ARAMARK makes significant investments to train your on-site managers in customer service, technical support, safety, and leadership skills. Your managers also receive continuous professional development and training on technical aspects and market-related issues. This results in increased controls, reduced reliance on outside contractors, and improved response time and customer satisfaction.

ARAMARK provides proven training resources in specific technical areas for your Maintenance Department employees and supervisors. Concern for the individual extends to one-on-one training emphasizing personal and occupational growth. We supervise the skills of the Maintenance Department employees to provide effective coordination of skills, time, facilities, supplies, equipment, and purchased services. We conduct monthly in-service educational programs for all department employees.

ARAMARK Technical Learning Center
The ARAMARK Technical Learning Center is an interactive, Internet-based technical training and learning management solution for the professional development of maintenance technicians. The training consists of more than 250 online courses, with additional course content available on CD or DVD, and online tests to ensure satisfactory learning. The courses are supported by pre- and post-evaluations, and hard-copy transcripts of each course can be printed for review. All courses are available to enrolled students on demand via an Internet-enabled laptop or PC in any location. The robust learning management system incorporated with this training solution enables the training coordinator to prescribe a customized curriculum for each technician based on skill or competency level and job requirements.
Students and the training coordinator can track progress and accomplishments at any time. The system proactively provides email alerts to the coordinator if a student is not meeting prescribed timelines. The series covers topics in varying competency levels from fundamentals appropriate for apprentices through journeyman-level topics: blueprints; schematics; industrial safety and health; basic electricity and electronics; air-conditioning and refrigeration systems; mechanical maintenance applications, including hydraulics, pneumatics, pumps, and control systems; and operation of physical plant equipment. Pretests are used to assess the appropriateness of learning levels for student. Students can “proficiency” a course for credit by obtaining a score of 80 percent or higher on the pretest. In some cases, results will identify areas for improvement and suggest lowering the baseline for the training process. Post-tests are available for each course, and satisfactory completion requires an 80 percent or higher score.

The online training can be augmented by field examination to ensure that the learning experience has translated into useful, hands-on skills and competency. Our goal is to prepare our technicians for their present job responsibilities while setting the stage for continuous career growth.

**Certified Plant Maintenance Managers**

Additional certification opportunities for supervisors and managers include the Certified Plant Maintenance Manager (CPMM) program. With this program, your leadership is certified by the Association for Facilities Engineering (AFE). Earning the Certified Plant Maintenance Manager credential ensures that your managers possess in-depth expertise in maintenance. The CPMM program also helps managers remain current with the evolving techniques and technologies in maintenance management.

More than ever before, maintenance professionals are engaged in diverse issues and concerns as organizations work diligently to improve profit margins and grow their market shares. As more maintenance professionals assume leadership roles in these activities, they find they must clearly demonstrate their expertise and knowledge to successfully perform maintenance activities. The topics covered in this certification program include maintenance management, preventive maintenance, inventory and procurement, work orders, work flow planning and scheduling, computerized maintenance management system, training and work cultures, predictive maintenance, reliability-centered maintenance, total productive maintenance, maintenance financials, and return on investment.
Emergency Operating Plan

Emergency Management has two primary goals: to protect employees from emergencies, and comply with federal, state, and local safety and health codes or standards. The role of the Maintenance Department of a facility for supporting emergency management will depend on the size, mission, and capabilities of the facility. The role is most likely inversely proportional to the size of the facility. In smaller facilities, the manager and his or her department will play a bigger role, while in larger facilities they play a smaller role. In addition, facility managers may be on the Safety Committee or the Emergency Planning Committee. Regardless of the facility manager’s role in planning, the Maintenance Department plays a key role in mitigation, preparedness, response, and recovery for emergencies.

Disasters can strike with little or no warning, causing injury, death, loss of property, and wiping out power, phone, and water services. Without a plan of action, a disaster can throw a facility into chaos, disrupting services. Proper planning for emergencies is necessary to minimize injury and prevent property damage. Every facility’s plan will be different based on the type of facility, their mission, and their staff and equipment.

Emergency management planning requires a multi-disciplinary team approach and includes outside agencies and other facilities. It involves every department of a facility. Emergencies cannot always be handled merely by expanding normal services and increasing staff. Resources can be quickly exhausted. To respond effectively, facilities need established procedures, a trained staff, clearly defined lines of communications, and command and control. Catastrophic incidents that overwhelm local resources may require state or federal assistance. However, it takes time for state and federal resources to mobilize. Facilities must be prepared to handle any emergency until state and federal assistance arrives.

Emergency planning has traditionally been viewed as a healthcare concern. However, many educational institutions have medical centers and/or clinics. It is not uncommon for educational facilities to be used in major catastrophic incidents as shelters for displaced or injured persons, a labor pool for volunteers, and staging areas.
The Emergency Management Plan will address mitigation, preparedness, response, and recovery. The plan is based on a "hazard vulnerability analysis" which will identify the most likely emergencies and the effect of various hazards on the facility. The plan includes the facility’s role in the community-wide response and who will be in charge of various activities and when they are in charge. There is very specific language regarding those educational facilities with medical activities. NFPA 99 and other codes become involved.

Here is a quick review of the codes and regulations:

OSHA Standard 29 CFR 1910 requires the following for employers:
A. An Emergency Action Plan that includes:
   a. A written plan (29 CFR 19810.38)
   b. An alarm system (29 CFR 1910.165)
   c. Procedures for evacuation
   d. Training

B. A Fire Prevention Plan (covered in FM SOPI 600.1 Life Safety) found at: Education

The NFPA, in their Recommended Practice for Disaster Management, NFPA 1600, further recommends:
A. The facility have written program policy that defines the following:
   a) The enabling authority
   b) Vision and mission statement, goals, objectives, and milestones
   c) Management policies and procedures
   d) Applicable legislation, regulations, and industry codes of practice
   e) Program budget and management schedules

B. The program coordinator is authorized to administer and keep current the program in consultation with the Disaster/Emergency Management Program Committee.
C. The Program Committee includes the program coordinator and others who have the appropriate expertise and knowledge of the facility and the authority to commit resources from all key functional areas within the facility and shall solicit applicable external representation from public and private entities. The committee shall advise the program coordinator on the program activities.

D. A comprehensive assessment of the program shall be conducted periodically to determine the overall effectiveness of the program.

E. The program shall include the following elements, the scope of which shall be determined by the hazards affecting the facility. These elements shall be applicable to the phases of mitigation, preparedness, response, and recovery.

   a). The program shall comply with applicable legislation, regulations, and industry codes of practice.

   b). The facility shall implement a strategy for addressing needs for legislative and regulatory revisions that evolve over time.

   c). The facility shall identify hazards, the likelihood of their occurrence, and the vulnerability of people, property, the environment, and the facility itself to those hazards. Hazards to be considered at a minimum shall include, but shall not be limited to, natural events, technological events, and human events.

F. The plan should be reviewed annually and updated as necessary. It should also be re-evaluated when any of the following occur:

   a) Regulatory changes
   b) New hazards are identified or existing hazards change
   c) Resources or organizational structures change
   d) After tests, drills, or exercises
   e) After disaster responses
   f) Infrastructure changes
   g) Funding or budget-level changes
1. ARAMARK POLICY

The intent of this policy is to insure that information about the dangers of all hazardous chemicals used by ARAMARK Facility Services is made known to all affected employees. To that end, the following hazard communication program has been established.

2. APPLICABILITY

All profit centers (components) shall implement this policy and maintain a copy of the written program and all required documentation.

3. PROCEDURES

Responsible:
• The Program Administrator is responsible for implementation of the hazard communication program.

• All employees are responsible for complying with each provision of this program and for informing the Program Administrator immediately if any deficiencies or non-compliance issues are discovered.

**Availability:**
• The written program will be made available to all interested parties upon request.

**Inventory:**
• The program administrator will develop a list of approved chemical products.
  
  o This inventory, which is also referred to as the workplace chemical list, must contain the trade name or chemical name of the product, the manufacturer’s name and address, the type of hazards involved (flammable, toxic, harmful if inhaled, etc.).
  
  o The size container, manufacturer’s telephone number, and cross reference for purposes of locating the MSDS are optional, recommended information to include on the list.

• No products shall be used or brought into the workplace unless they are approved in advance. Approved products must have suitable labels on the containers and a current Material Safety Data Sheet (MSDS) on file at the facility.

**Labels:**
• All original chemical product containers must be labeled with the name of the hazardous chemical(s), the name and address of the manufacturer and appropriate hazard warnings.

• Labels on transfer containers must have the name of the hazardous chemical(s) and the appropriate hazard warning.

• All labels must be legible for as long as the container contains material or residue of the material.

• All labels must be in English, but additional hazard information may be provided in another language as necessary to convey hazard information to those who do not understand English.

**MSDS:**
• The program administrator will maintain a binder of current Material Safety Data Sheets (MSDS) for all approved products so as to be readily available for use by any interested party.

• The MSDSs will be indexed to facilitate retrieval of a specific MSDS.

• New MSDSs will be added as soon as new products have been approved. Outdated MSDSs will be replaced by updated ones. The outdated MSDSs will be retained in an archive file for 30 years after the product’s last use.

**Program Review:**
The written program and the effectiveness of implementation will be reviewed annually by the program administrator, with assistance from the district safety champion, as needed.

Any necessary changes shall be made and documented.

4. TRAINING

Training Prior to Use and As Needed

- All employees will be trained prior to assignment of duties involving products with hazardous chemicals.
- Additional training will be provided whenever new chemical hazards are introduced into the workplace or whenever employees are observed not complying with hazard warnings.
- Training will be conducted by the Program Administrator or his/her designee using lecture, discussion, videotape or computer-based training or any combination thereof.

Training Topics

- The training will cover the following topics:
  - Explanation of the OSHA regulation;
  - ARAMARK’s Hazard Communication policy and program;
  - Types of hazardous chemicals used;
  - How to protect yourself from over-exposure;
  - How to identify if an over-exposure occurs;
  - First aid procedures; and
  - How and why to read MSDSs.

- All training documentation must include, date, instructor, topics covered and names of attendees.

Non-Routine Tasks:

- Occasionally, employees are required to perform non-routine tasks that involve new hazards. Examples may include confined space entry, use of a special cleaning or maintenance process or working near a hazardous product controlled by client or an outside contractor.

  Prior to starting work on such projects, each affected employee will be given information on the special hazards and the safety precautions required for that job. It is the responsibility of job Supervisor to identify in advance these non-routine tasks and ensure that the training is conducted before work begins.

Non-ARAMARK Employees:

- **Client:**
o ARAMARK will participate in the client’s hazard communication program and will exchange information about hazardous materials used by each company.

- **Others:**
  o Visitors and contractors must be advised of any chemical hazards controlled by ARAMARK which they may encounter during the normal course of work on the premises.
  o Any contractor bringing chemicals on-site must provide ARAMARK with the appropriate hazard information and the precautions to be taken to avoid exposure to ARAMARK employees.

5. **SPECIAL TRAINING**

- There is specific training required by OSHA as indicated above. No additional training is required.
- The Program Administrator shall maintain familiarity with the OSHA requirements.

6. **RECORDKEEPING**

- Other than the workplace chemical list, MSDS sheets and training documentation, no special recordkeeping is required.
- All records related to employee exposures and those listed above shall be retained in a secure file for 30 years past last date of employment.

7. **REGULATORY REFERENCES**

- 29 CFR 1910.1200

8. **FORMS**

The following forms can be downloaded from the FORMS page of the Safety & Loss Prevention web site, and are included as attachments to this program.

<table>
<thead>
<tr>
<th>Name Description</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace Chemical List</td>
<td>Annotated list of all potentially hazardous chemicals in the component or market center</td>
</tr>
<tr>
<td>Chemical Hazard Communication Training Agenda</td>
<td>Group training record that lists topics and chemicals or categories of chemicals</td>
</tr>
<tr>
<td>Training Roster – Chemical Hazard Communication</td>
<td>Attendance roster and sign-in sheet for haz com training</td>
</tr>
<tr>
<td>Chemical Hazard Communication Training Certification</td>
<td>Training record when only one individual is trained, as in a new hire or a transferred employee</td>
</tr>
</tbody>
</table>
Human Resources, Substance Abuse, Diversity Training, and Skill Training

ARAMARK Education is a people business. Nothing is more essential to the success of PPSD’s Facility Services Program than capable and motivated employees who represent the diversity of the customers we serve and the communities where we work. Our training and recognition programs encourage employees to be the best they can be and reward their efforts. We are committed to equal employment opportunities and competitive compensation packages.

We allocate substantial corporate resources for recruiting, selecting, training, skills development, and motivational programs for your staff. PPSD will have a better-trained and motivated staff, reduced turnover, reduced injuries, and improved service delivery.

Attracting the Best Talent

We strive to attract, develop, and retain talented and committed individuals. Our collective success is driven by our employees’ skills, dedication, and creativity. Our vision is to be a company where the best people want to work, and we are dedicated to their professional development and well being to achieve this vision.

ARAMARK Education values employees and advances their professional growth by:

• Empowering employees to contribute to the vision of the District and ARAMARK Education
• Providing professional development that strengthens leadership, builds career paths, and gets results
• Recognizing and celebrating talent
• Offering a comprehensive benefits package
• Attracting a diverse and talented workforce
Recruiting and Staffing

Our goal is to place the right people into the right job at the right time. ARAMARK acquires talent through a variety of sources. One of our primary recruiting sources is to help current employees advance to new positions through succession and internal job postings. ARAMARK also encourages employee referrals to fill management and non-management positions. We offer employee referral bonuses ranging from $500 to $5,000 for all of our salaried positions. This successful program is one of our main hiring sources. Other recruiting sources include:

- Colleges and universities via ARAMARK College Relations
- Historically black colleges and universities via ARAMARK College Relations
- Internet—niche sites and major job boards—back-end Web sourcing, including Monster, CareerBuilder, and industry-specific job boards
- Networking—cold calling
- Military training assistance program (TAP)
- Career fairs
- Specialized media advertising
- Newsletters
- Community organizations
- Internal job posting on aramark.net
- External career Web site on aramark.com
Management Candidate Selection

As an industry leader in facilities services, ARAMARK attracts high-quality management personnel thanks to a comprehensive selection process that targets the best-qualified management candidates. Talented professionals are drawn to ARAMARK for many reasons, and their careers are personally gratifying and financially rewarding. Our managers identify with the challenges of working for a market leader, and they enjoy the benefits of our culturally diverse environment. Opportunities for advancement and professional growth are extensive. All of these advantages have resulted in a track record of retaining the vast majority of our managers who have invested themselves in challenging and rewarding careers.

Management Selection Resources and Tools

Our commitment to PPSD is to provide an uninterrupted source of management personnel with the skill sets that make a difference in your facilities operations. Employees are carefully selected and screened. ARAMARK looks for characteristics such as professional image, experience, communication skills, and enthusiasm. The hiring process begins with an initial interview and survey that screens for work history, management style, dependability, cultural fit, work values, job stability, customer service orientation, honesty, motivational fit, compensation, education, and technical skills. We also use behavioral interviewing tools because we think past behavior is the best indicator of future performance. Potential candidates participate in multiple interviews before a hiring decision is made.

A dedicated team of professionals drives the recruitment process. They deploy innovative strategies to attract candidates who are likely to consider ARAMARK a viable career. To expedite hiring and build a large pool of qualified candidates, ARAMARK uses an industry-standard applicant tracking system to screen, rank, share, and manage candidates. We also grow our diverse network of community organizations and business partners who connect us to potential candidates.
Pre-employment Screening and Compliance

Employee involvement with intoxicants or illegal drugs has an adverse impact on the work environment and employee job performance, and it undermines client confidence in our service. All ARAMARK Education employees working at PPSD will be subject to drug testing, background screening, and fingerprinting (if required) prior to assignment. During orientation, all ARAMARK Education employees receive a copy of our drug policy in their employee handbooks.

Background screening, which is required for all ARAMARK Education employees working at PPSD, includes a criminal history check (county, state, and federal), Social Security verification, a sanctions-based search, past address search, and sexual offender registry (national level). Additionally, the hiring manager will conduct I-9 verification by examining documents that verify the individual’s identity and employment authorization. Every new hire must present either (a) one original document that establishes both identity and employment authorization or (b) an original document that establishes identity and an original document that establishes employment authorization. The original documentation must be presented within three business days of date of hire.
Acquiring Diverse Talent

We are continuously developing a pool of diverse candidates at all levels of employment. More diverse expertise competitively positions ARAMARK as a company where the best people want to work and increases our value to consumers. We promote a culture of inclusion that welcomes employees from different backgrounds and beliefs, and ensures they feel highly valued. Multiple strategies are used to hire employees who reflect the unique demographics of our customers.

ARAMARK’s Regional Staffing Centers demonstrate how we have developed a pipeline of diverse talent while at the same time investing in the communities where ARAMARK does business. Located in 10 major cities across the country, the Regional Staffing Centers partner closely with local community organizations to identify qualified job candidates.

ARAMARK’s commitment to diversity is also reflected in our recruiting efforts on college campuses. ARAMARK actively recruits at historically and predominantly black colleges and universities across the country, including North Carolina A&T, Winston Salem State University, Florida A&M University, Virginia State University, Morgan State University, and University of Maryland Eastern Shore, as well as Hispanic-serving institutions, like the University of Houston and Florida International University.
Developing and Training Employees
ARAMARK’s training starts on day one with onboarding new employees and transitioning existing employees. It continues with ongoing career development and management training programs for managers and front-line employees.

**Onboarding New Employees**
New managers participate in a detailed process of hiring, orientation, and training. The process consists of these distinct phases:

- New hire payroll and benefit processing
- Welcome and introduction to ARAMARK, through participation in our On Your Mark Program
- Meet-and-greet key resources
- Job shadowing
- Specific job training
- Core ARAMARK management training, including participation in our ARAMARK Education Connections
  New Manager Onboarding Program
- Peer coaching
- 30-, 60-, and 90-day reviews
Our onboarding training covers all aspects of job responsibilities such as:

- Safe chemical handling
- Safe equipment handling
- Use and wear of PPE
- Proper cleaning and maintenance techniques
- Human resources standards and compliance
Training and Ongoing Development

Our training and ongoing development programs will provide PPSD with highly skilled and motivated personnel that deliver consistent and professional service. To help employees grow professionally, we have established the foremost multi-level employee educational program in the service industry with opportunities such as:

• On-the-job experiences
• Self study
• Special task forces and assignments
• Seeking out coaching opportunities
• Formal training programs

Employees who are confident in their capabilities and take pride in their performance will exceed expectations to provide superior service.
Management Training

When a new facility services director joins the ARAMARK team, he or she undergoes an extensive New Manager Training/Onboarding Program. The program curriculum includes comprehensive training in:

• All aspects of facility services operations
• Marketing strategy and the ARAMARK K–12 marketing programs
• Finance and human resources specific to facility services management

The facility services director will also benefit from hands-on field training with experienced facility services directors and our On Your Mark corporate orientation training.

Throughout their careers at ARAMARK, facility services directors are given a range of opportunities for professional development. A hallmark of our program is the ARAMARK Leadership Series, which provides state-of-the-art leadership development at all levels in the organization through:

• Intensive skill-building modules
• Opportunities for practical application
• Participation in action learning projects
• Interaction with ARAMARK executives and peers
• Preparation for how to integrate what they’ve learned back-on-the-job

Managers also have access to courses in Strategic Selling, Targeted Selection, Quick Hire, other human resources-related workshops, and the 50-Minute Manager Series.

Through a partnership with New Horizons Computer Learning Centers, ARAMARK directors can take advantage of training courses in computer and technical applications and business skills. These courses are available via a classroom or online learning experience.
Skills training is related to new, job-specific initiatives and new programs in Marketing, Human Resources, Finance, and Service Line Expertise (SLE). These programs are provided quarterly at district manager meetings and annually at division-wide Summer Training Meetings. These meetings provide a great opportunity for facility services directors to network and share best practices with their counterparts from across the country.

Additional management training includes:

• Resource Workshops
• Technical Workshops
• Computer Training Programs
• Regulatory Seminars
• Management Seminars
• Diversity Training

**Front-Line Employee (Hourly) Training**

Our training and development program for hourly staff members is broad based and includes our proprietary technical courses, hands-on training, one-on-one coaching, and in-service continuing education sessions.

More specifically, hourly employees can expect to receive a site-specific, new-hire orientation to help them assimilate into the District. They will quickly understand important aspects of their job, including work schedule, role, responsibility, and safety.

At the beginning of every school year, ARAMARK Education conducts a School Opening Workshop for all employees. We share with the team our objectives for the school year and provide training on topics such as human resources policies, safe chemical and equipment handling, marketing promotions, and customer service.
Site visits provide an excellent opportunity for informal feedback and coaching. ARAMARK’s informal coaching strategy is important for developing skills and techniques. It is an effective tool to ensure that all staff members are working toward the same goal. Our management staff visits the schools to review the program, teach, and simply be available to assist the school facilities service staff. Suggestion programs encourage employee innovation and ownership.

All front-line employees receive quarterly in-service training on a variety of subjects to improve their knowledge and skills. Policies, procedures, and operational requirements specific to PPSD are incorporated into the training.

Talent Retention
Our Talent Retention Program is comprised of focused initiatives and programs that engage, value, and promote the continued growth of our employees. We tailor our retention efforts to our clients’ specific needs. The desired results are reduced turnover and a more satisfied workforce. Examples of programs we have initiated include employee focus groups, career development workshops, informal mentoring, onboarding feedback sessions, and one-on-one performance management sessions.

Recognition
ARAMARK Education appreciates and recognizes work well done. Through the practice of informal and formal recognition, we are able to celebrate the success of our employees. Recognition plans may include initiatives such as:

- The Shining Star Program, which links employee and/or team effort and results to the mission, goals, and objectives of the District and ARAMARK
- Length of Service Awards
- Perfect Attendance Awards
- Team lunches to recognize employee’s accomplishments
- Gift cards for exemplary performance
• Personal communications, including birthday cards and handwritten thank-you notes
• Holiday and end-of-year celebrations

ARAMARK Corporation’s Service Award Program also recognizes commitment to service excellence and years of dedicated employment by acknowledging significant milestones with a token of appreciation at an employee’s anniversary date.

**Career Management Process (CMP): ARAMARK’s Performance Appraisal and Development Planning Process**

Our managers are trained to assess employee performance with candor and accuracy. Properly assessing performance is essential for fostering quality performance, recognizing gaps in development, and rewarding excellence. It also ensures that employees’ opportunities for advancement are consistent and include formal appraisals.

To assess management-level employees, ARAMARK uses the Career Management Process (CMP). This process occurs biannually on a formal basis and quarterly on a more informal basis. It ensures each employee and his or her manager are on target for the year. Performance planning and evaluation, as well as employee development, are the joint responsibilities of managers and employees.

The CMP is a performance and career management system has four key components:

• Performance planning—Setting clear objectives
• Performance tracking and coaching—Ensuring achievement
• Performance evaluation—Results through the right behaviors
• Career development—Future growth and potential

The CMP helps to maximize performance and identify potential, and enables managers to create and execute effective performance and development plans. ARAMARK aggregates and analyzes all the data from the CMP to create plans for succession, management development, and training.
Consistent and fair employment policies and practices are central to promoting a positive work environment, engaging employees and ultimately retaining talented employees. ARAMARK has developed a set of policies, processes, and practices that ensure our employees are able to continuously operate within the necessary compliance regulations and laws, as well as maintain a safe, respectful, and professional work environment at all times.

## Employment Policies and Procedures

### Business Conduct Policy

It is the continuing commitment of ARAMARK to conduct all company business with the utmost integrity. ARAMARK’s policy is to comply with all domestic and foreign laws and to conduct its business in an ethical manner. Employees may not engage in any conduct or any transaction on behalf of ARAMARK that would violate any applicable law or the ethical standards set forth in the Business Conduct Policy.

### Equal Opportunity and Affirmative Action Policy

ARAMARK is committed to ensuring equal employment opportunity. Our policy regarding equal employment opportunity states:

It is the policy of ARAMARK to recruit, hire, train, promote, transfer, and terminate persons without regard to race, color, religion, national origin, age, gender, disability, sexual orientation, special disabled veteran, Vietnam Era veteran, other protected veteran status, or other classification protected by applicable federal, state, or local law. In addition, ARAMARK will ensure that all other personnel actions such as compensation, benefits, lay-off, return from lay-off, company-sponsored training, education, tuition assistance, social and recreational programs are administered without regard to race, color, religion, national origin, age, gender, disability, sexual orientation, special disabled veteran, Vietnam Era veteran, recently separated veteran, other protected veteran status, or other classification protected by applicable federal, state, or local law. Fundamental to the Policy is the expectation that all personnel decisions will be made on the basis of qualifications, experience, and job performance.
To ensure that all qualified individuals have an opportunity to be considered when personnel decisions are made, ARAMARK actively recruits those who have traditionally experienced discrimination or who have been excluded from the workforce. In addition to ensuring equality of opportunity, it is ARAMARK’s policy to take affirmative action to ensure that minority group members, women, veterans, and the disabled are engaged at all levels of the workforce.

Recognizing that equal opportunity can only be achieved through demonstrated leadership and aggressive implementation of a viable affirmative action program, ARAMARK’s policy is to maintain Affirmative Action Plans that set forth the specific affirmative action and equal employment opportunity responsibilities for its officers, managers, and supervisors in accordance with Federal laws applicable to federal government contractors. These management employees, with the assistance of certain designated departments, such as employment relations, are expected to make every reasonable effort to carry out their affirmative action responsibilities to ensure that equal employment opportunity is available to all.

Policy Against Sexual Harassment and Other Workplace Harassment

It is the policy of ARAMARK that sexual and other workplace harassment, in any form, is strictly prohibited and will not be tolerated in the workplace. ARAMARK is strongly committed to providing a professional working atmosphere free from sexual and other forms of harassment.

Pre-employment Screening and Employment Background Check Policy

ARAMARK is committed to hiring the most qualified individuals available and maintaining an environment where the best people want to work. ARAMARK seeks to ensure that its assets, and those of its clients, including property, employees, and information, are protected; that a safe working environment is maintained; and that hiring managers and human resources professionals are equipped to make employment decisions based on a thorough employment and pre-employment evaluation.

Additionally, ARAMARK complies with all state-specific background check requirements as mandated by state law.
Drug-Free Workplace Act Policy
ARAMARK is committed to the maintenance of a drug-free workplace and ensuring compliance with the Drug-Free Workplace Act of 1988. Our policy prohibits the use of intoxicants and illegal drugs in the workplace in compliance with federal and state regulations. All ARAMARK Education employees working at PPSD will be subject to drug testing prior to assignment. Failure to submit to testing, cheating on a test, or failure to pass testing may result in disciplinary action up to and including termination.

Occupational Safety and Health Requirements
In order to comply with the Occupational Safety and Health Administration (OSHA), it is necessary to maintain a summary log of all recordable occupational injuries and illnesses through the ARAMARK Injury Report and the State Worker’s Compensation Form. If any occurrence causes a fatality or hospitalization of five or more employees, ARAMARK notifies the nearest OSHA director within 48 hours. In addition, the following forms and notices are posted at the place normally used for employee notices:

- Job Safety and Health Protection Poster
- OSHA Log—posted on or before February 1 and remains posted until March 1
- Citations—if issued by OSHA after inspection

Each manager is required to maintain an employee Right-to-Know Program on proper handling and storage of the cleaning agents and chemicals used in the facility.

Labor Relations Philosophy
At ARAMARK, our philosophy is to deal with our employees fairly, honestly, and with respect. We believe that open and frank discussion among employees and management is the most successful method for resolving issues. We prefer that our employees deal directly with management on issues that are important to them. In districts where collective bargaining relationships exist, we have always established and maintained sound working relationships with the involved union, keeping in mind the best interests of our employees, clients, customers, and our business operations.
ARAMARK recognizes the right of its employees to choose whether to be represented by labor organizations for the purpose of bargaining collectively for wages, hours, and other terms and conditions of employment. ARAMARK does not discriminate against any employee because of union membership or non-membership.

ARAMARK has developed and maintains sound employee relations programs. The goal of these programs is to have a motivated labor force within a cost structure necessary to maintain the District’s operation efficiently and competitively.

Employee Fringe Benefits, Recognition, and Reward

Employee Benefits

Compensation and benefits are key factors in the recruitment and retention of quality professionals. As the transition process begins, ARAMARK Education human resources and operating staff will initiate contact with all current facility services employees. Each employee will be interviewed to determine qualifications and experience and will be provided information concerning opportunities with ARAMARK, our operating philosophy, benefits, training opportunities, and career advancement. The wage rates established for PPSD’s operation are based on a wage survey conducted by our in-house Compensation Group, along with local interviews and input from other ARAMARK Education operating units.

ARAMARK Education offers full-time hourly employees a benefits package that includes:

- Medical plan
- Dental plan
- Vision plan
- Life insurance and accidental death and dismemberment insurance
- 401(k) retirement plan
- Flexible Spending Account
- Dependent Care Flexible Spending Account
• Vacation, paid time off (PTO), and holiday pay
• Weekly income replacement
• Company service recognition
• Employee Assistance Program (EAP)
• Savings bonds
• Jury duty
• Military leave
• Funeral leave

Full-time is defined as working at least 30 hours a week and at least 30 weeks per year. Any union employees will be covered by the appropriate union benefit program.

Medical Plan
Health insurance benefits are available for full-time employees. Employees will share in the cost of premiums through payroll deduction. Their cost will be approximately one-third of the total premium, depending on the level of coverage selected. Insurance coverage can be amended or changed only during the open enrollment period, which is during the fall of each year.

ARAMARK offers several medical plan options to meet the healthcare needs of its employees: Point of Service, Consumer Choice Plan, Consumer Choice Plus Plan, PPO Plus Plan, Option H Plan, Enhanced Option H Plan, and HMO Plans in some areas.

Please see the Appendix for more detailed information about the healthcare plans.

Dental Plan
Dental coverage provides for a wide range of services for employees and eligible dependent(s).

The plan pays the following coinsurance rates for eligible expenses subject to maximum benefit levels after satisfaction of the deductible (if required):
• Preventive dental services: 90 percent
• Basic dental services: 80 percent
• Major dental services: 50 percent
• Orthodontic services: 50 percent

Vision Plan
The Vision Plan provides eye care benefits for eye exams and eyeglasses or contact lenses. Additionally, discounts are available for laser vision correction.

Life Insurance and Accidental Death and Dismemberment Insurance
All eligible employees are covered with a $5,000 life insurance policy and a $5,000 accidental death policy, which is paid for by ARAMARK.

401(k) Retirement Plan
Employees may enroll in the Hourly 401(k) Plan provided they satisfy the following requirements:

• They have completed one year of service with ARAMARK.
• They have elected to make the required contribution to the plan.
• The minimum required contribution is one percent of employee earnings. However, employees may elect to contribute up to the maximum 25 percent permitted under the plan. Employees may stop, resume, or change the amount of their contribution at any time.

Healthcare Flexible Spending Account
This account allows for the use of pretax dollars to pay for certain healthcare expenses incurred by an employee or dependent.

Vacation Pay, Paid Time-Off (PTO), and Holiday Pay
Vacation pay, paid time-off, and holiday pay varies by work location.
Weekly Income
The weekly income benefit provides income for a specified period of time if an employee is unable to work due to pregnancy or a non-work related illness or injury. At some locations, weekly income coverage may require an employee contribution.

Company Service Recognition
ARAMARK Education formally rewards employees who have worked 30 hours per week or more for five consecutive years and at five-year increments of service. The employee is given a choice of awards beginning with their 10-year anniversary.

Jury Duty
It is recognized that every employee has a duty as a citizen to serve when called for jury duty. Should an employee be called, he or she will be released from his or her position for the duration of such duty for up to two weeks with no loss of pay, and this employee will not be charged for this absence. Jury fees received may be retained by the employee to cover expenses incurred in conjunction with jury services.

Military Duty
Military duty paid time-off not charged to vacation accrual will be granted to employees who are members of Reserve or National Guard units and required to attend active duty training. This benefit is not to exceed 10 working days per calendar year. Employees will receive base salary for such absences, less any pay received for military duty.

Funeral Leave
An employee may be absent from work up to three days with pay because of a death in the immediate family.
Employee Assistance Program
Programs include mental health and substance abuse counseling services, child and elder care referrals, information on prenatal care and adoption assistance, referrals for financial counseling or legal assistance, and college financial aid and scholarships.

Savings Bonds
All ARAMARK employees may elect to have automatic deductions taken from their paychecks toward the purchase of Series EE U.S. Savings Bonds. Employees may elect to have as little as $5 a week deducted and may select a $100, $200, $500, or $1,000 bond.
Safety Programs
ARAMARK places great emphasis on safety. Our safety and regulatory compliance programs, the Safety Toolkit and Safety Manual, help to reduce injuries through training sessions using group activities to enhance the learning. Our formal, documented Safety Manual integrates written policies and procedures, records, and work instructions. ARAMARK brings a proven, comprehensive approach to injury reduction and cost containment, providing measurable results.

Reducing Liability, Improving Safety
The ARAMARK Safety Program is an effective, efficient tool to address increasingly complex safety and regulatory compliance issues. The Safety Program is comprised of the Safety Manual and the Safety Toolkit. The Safety Manual consists of a step-by-step approach to compliance and contains written programs that can be tailored to the services we are providing at PPSD. The Safety Toolkit contains adult-learning style training modules with built-in learning activities.

The Safety Toolkit includes training on the following topics:

- Safety Orientation
- Bloodborne Pathogens
- Asbestos Awareness
- Respiratory Protection
- Fall Protection
- Hazard Communication
- Lockout/Tagout
- Personal Protective Equipment
- Confined Space Entry

Benefits of Safety Programs
- A central resource for quick assistance on applicable safety and regulatory compliance questions
- A comprehensive, written program designed to comply with OSHA standards
- Easy-to-understand formats
- Maximized comprehension through the use of adult-learning styles
- Reduced injuries on the job and reduced subsequent litigation through proactive training and education
Features of Safety Programs

- A written program section containing step-by-step compliance requirements written in common language descriptions
- A leader’s guide with a complete lesson plan for conducting training using videos and group learning activities that contains pre- and post-tests, and training documentation
- A participant’s handbook for employees during the training session, available in English and Spanish
- A glossary section containing technical terms interpreted in layperson’s language for easy understanding

Safety Videos

ARAMARK places great emphasis on safety and safety training. ARAMARK employees receive safety training through a wide range of available videos, including the categories listed below.

- Back Safety
- Bloodborne Pathogens
- Confined Space Safety
- Electrical Safety
- Eye Safety
- Fire Safety
- Hand Tool Safety
- Hazardous Materials
- How to Protect Your Hearing
- Lawn Safety
- Machine Guarding
- Office Safety
- Respiratory Protection
- Safety Awareness
- Stress
- Behavior Modification
- Chemical Safety
- Driving Safety
- Ergonomics
- Fall Protection
- Forklift Safety
- Hazard Communication
- Housekeeping
- Ladder Safety
- Lockout/Tagout
- Off-the-Job Safety
- Personal Protective Equipment
- Safe Material Handling
- Safety Orientation
- Working Safely with Lead
Safety Focus

ARAMARK has a formal, documented Safety Program integrating written policies, procedures, records, and work instructions. Our Safety Program includes written statements of management commitment, safety standards, employee involvement, corrective action, record keeping, safety audits, document control, employee training, accident reporting, and job safety analysis.

Safety is part of every manager’s job responsibility. Managers are trained, provided the tools to be successful, and held accountable for safety performance at their locations. Management bonuses are tied to safety performance, and supervisors are held accountable for the timely reporting of incidents.

ARAMARK disseminates safety information through company newsletters, KEYS (Key Element for Your Success), technical service representatives, the Safety Champion Program, and ARAMARK.net. These systems are monitored by technical experts within our divisional Safety Department to maintain the availability of current, consistent information.

The Safety Department maintains a Web site on ARAMARK’s corporate Intranet and a departmental email address to encourage managers and employees to communicate issues and concerns about hazards that need attention. Employees are encouraged to report their concerns directly to the Safety Department. The Safety Department conducts comprehensive safety training for managers that focuses on regulatory compliance and accident prevention.

Managers conduct scheduled periodic inspections that focus on safety and quality issues. Building inspections are conducted to review current conditions, discrepancies are noted when found, and corrective actions are taken immediately or scheduled for timely completion. District managers review safety issues with managers monthly as part of their scheduled operational review. This information is also reviewed by regional vice presidents monthly. Additional audits and inspections are conducted as required by local conditions and contractual obligations.
Utility/Energy Management

For more than 30 years, ARAMARK’s Technical Services group has demonstrated proven expertise in developing and implementing energy management programs that promote sustainability and conserve energy. We bring a customized approach based on the individual drivers of each organization.

As hands-on technical professionals, we guide educational institutions to optimize existing operations and we work to secure supply-side savings. ARAMARK attracts the brightest minds in energy management to work as a team to generate average consumption reductions of between 10 and 20 percent. With experience in troubleshooting and maintaining and optimizing energy-consuming systems (such as HVAC, heating, cooling, plumbing, electrical, and building automation systems), we are flexible and knowledgeable enough to address new challenges that our clients face.

K-12 Comprehensive Energy Program:

ARAMARK works with people throughout the school District to design energy management programs that will keep more dollars in the classroom. Our energy managers and regional support teams operate as if they are part of the District, offering practical recommendations and identifying immediate savings available through optimizing existing equipment. By designing education and training programs, we help build greater District-wide support for investing in high return energy conservation projects.

Understanding that this program is designed around NE CHPS, ARAMARK will modify its energy program to ensure compliance with this initiative.

What We Do:

Our team of technical professionals includes Professional Engineers (PE), Certified Energy Managers (C.E.M.), LEED® Accredited Professionals (LEED AP) and other experts in building systems and operation.
Evaluate Data
• Determine client cost and consumption profiles and benchmark to peer institutions
• Review utility bills and rate structures to verify accurate billing
• Calculate carbon footprints in support of environmental and climate change goals

Support Procurement Efforts
• Design procurement strategies that result in least cost energy and predictable expense patterns
• Identify alternative or renewable energy sources that protect the environment

Reduce Waste
• Reduce waste in existing systems by focusing on operating practice modification
• Identify projects with high return on investment and favorable financing
• Reduce energy demands by understanding actual building and user needs

Maintain Ongoing Efficiency
• Promote long-term success by training staff to maintain energy savings
• Establish energy efficient equipment and operating procedures that protect gains in energy management
• Realize savings in new and renovated buildings by applying high-efficiency operating guidelines
• Maintain success by involving the entire building and campus community in energy conservation efforts

Value We Provide: Savings and Efficiencies
• Reduce energy consumption and costs through a self-funded program with immediate and ongoing cash flow
• Avoid capital expenditures for unnecessary equipment
• Develop a staff capable of identifying and reducing waste and improving system reliability

Reduced Environmental Footprint
• Improve carbon footprint by reducing greenhouse gas emissions
• Engage entire community in energy conservation practices
GREEN BUILDING EXPERIENCE
ARAMARK has extensive familiarity and experience commissioning sustainable design or “green” buildings. Our experience in building commissioning and energy management allows us to implement the NE CHPS program at Providence Public School District without any issues. We are dedicated not only to supporting our clients’ holistic goals to support sustainability, but also their practical need to meet LEED (Leadership in Energy and Environmental Design) requirements and deliver functional facilities.

For those clients seeking formal LEED certification, we are a trusted companion in the need to satisfy the commissioning prerequisite, as well as the opportunity to achieve an additional commissioning point credit. ARAMARK is a certified member of the U.S. Green Building Council (USGBC), promoting the design, construction, and operation of buildings that are environmentally responsible and healthy places to live and work.

ARAMARK excels in the area of environmental responsibility:
• ARAMARK has commissioned roughly 61 green or LEED projects, including $3.8 billion in project costs.
• ARAMARK currently retains a staff of 10 LEED Accredited Professionals for sustainable design and construction.

ENERGY MANAGEMENT EXPERIENCE
For more than 30 years, ARAMARK’s Technical Services Group has demonstrated proven expertise in developing and implementing energy management programs that promote sustainability and conserve energy. We bring a customized approach based on the individual drivers of each organization.

As hands-on technical professionals, we guide educational institutions to optimize existing operations and we work to secure supply-side savings. ARAMARK attracts the brightest minds in energy management to work as a team to generate average consumption reductions of between 10 and 20 percent. With experience in troubleshooting and maintaining and optimizing energy-consuming systems (such as HVAC, heating, cooling, plumbing, electrical, and building automation systems), we are flexible and extremely knowledgeable to address any new challenges that our clients face.
K-12 Comprehensive Energy Program
ARAMARK works with people throughout the school District to design energy management programs that will keep more dollars in the classroom. Our energy managers and regional support teams operate as if they are part of the school District, offering practical recommendations and identifying immediate savings available through optimizing existing equipment. By designing education and training programs, we help build greater District-wide support for investing in high-return energy conservation projects.

What We Do:
Our team of technical professionals includes Professional Engineers (PE), Certified Energy Managers (CEM), LEED® Accredited Professionals (LEED AP) and other experts in building systems and operation.

Evaluate Data
• Determine client cost and consumption profiles and benchmark to peer institutions.
• Review utility bills and rate structures to verify accurate billing.
• Calculate carbon footprints in support of environmental and climate change goals.

Support Procurement Efforts
• Design procurement strategies that result in least-cost energy and predictable expense patterns.
• Identify alternative or renewable energy sources that protect the environment.

Reduce Waste
• Reduce waste in existing systems by focusing on operating practice modification.
• Identify projects with high return on investment and favorable financing.
• Reduce energy demands by understanding actual building and user needs.

Maintain Ongoing Efficiency
• Promote long-term success by training staff to maintain energy savings.
• Establish energy-efficient equipment and operating procedures that protect gains in energy management.

QUALIFICATIONS
• Realize savings in new and renovated buildings by applying high-efficiency operating guidelines.
• Maintain success by involving the entire building and campus community in energy conservation efforts.

Values We Provide:

Savings and Efficiencies
• Reduce energy consumption and costs through a self-funded program with immediate and ongoing cash flow.
• Avoid capital expenditures for unnecessary equipment.
• Develop a staff capable of identifying and reducing waste and improving system reliability.

Reduced Environmental Footprint
• Improve carbon footprint by reducing greenhouse gas emissions.
• Engage entire community in energy conservation practices.

<table>
<thead>
<tr>
<th>Average Energy Savings Range:</th>
<th>10-20%</th>
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<tbody>
<tr>
<td>Number of Programs Implemented:</td>
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<td>Total Energy Program Savings:</td>
<td>&gt; $450 Million</td>
</tr>
<tr>
<td>Years of Experience:</td>
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</table>

Select Energy Management Clients:

- EBR
- CISD
- CR
- Detroit Public Schools
- Lewisville Independent School District
- Office of Mental Health
- Kids First
Water Treatment

Most large institutions have systems that require frequent and attentive water treatment. These treated systems vary in size and frequency of attention. They are common in that they must be either monitored or checked on a regular basis. Inadequate water treatment is a major factor in both pipe failure and ineffective heat transfer in chillers and condensers. Steam, hot water heating, and condenser water piping systems are especially vulnerable to pipe failure if water treatment is not properly maintained. An essential part of an efficient maintenance program for HVAC systems is an aggressive water treatment and testing program. In most systems, assess for the following potential water problems. Procedures and chemical testing should be measuring the effect of chemicals added, water removed, and mixing practices to ensure protection of the integrity of the system and maximizing performance.

1. Scale Deposits. Even a small buildup of scale on a heat exchange surface will reduce heating and cooling capacity. Raw water contains varying amounts of mineral salts such as calcium, magnesium, iron and silica. When these minerals exceed their solubility point due to the rise in water temperature and increased cycles of concentration, the minerals precipitate out of solution and produce scale forming salts. When these deposits adhere directly to heating surfaces, they form layers of insulation on the metal and substantially decrease the heat transfer efficiency and increase fuel consumption.

2. Corrosion. Corrosion is the destruction of a metal by chemical or electrochemical reaction with its environment. A flow of electricity between certain areas of the metal is the electrochemical action that causes the eating away of a metal. Raw water sources can have varying amounts of corrosive gases such as oxygen and carbon dioxide. Carbon dioxide gases can lead to the formation of carbonic acid in condensate return lines causing a generalized loss of metal. Airborne gases, such as sulfur dioxide, ammonia or hydrogen sulfide can be absorbed from the air; causing higher corrosion rates.

3. Biological Growth. Biological growth causes problems in cooling towers by blocking water distribution to nozzles and piping. Since cooling towers contain warm water, are open to sunlight, trap a variety of life forms and nutrient sources, they are perfect breeding grounds for algae, fungi and bacteria. Some of these forms circulate throughout the condenser system, while others attach themselves to convenient surfaces. Corrosion is frequently found beneath these deposits.

QUALIFICATIONS
4. **Suspended Solids.** Suspended solids can settle out at heat exchanger tubes, reduce heat transfer, and interfere with water flow. Suspended solids that enter cooling water systems as airborne debris often lodge in the honeycombs of film-type fill. Evaporation increases dissolved solids concentration, which raises corrosion and deposition tendencies.

5. **Oxygen Pitting.** The introduction of dissolved oxygen from the raw water makeup is one cause of pitting type corrosion. Mild steel and iron corrode rapidly under these conditions, releasing small flakes of rust into the recirculating stream. These particles are abrasive and tend to erode the components of the system. This can be particularly harmful in the area of pump shaft seals.

6. **Fouling.** Air contains particles of dust and dirt of various kinds, which can cause recirculating water to become contaminated.

7. **Sludge.** Sludge includes dirt, mud, sand, clay, scale salts, and other particulates of airborne origin. Often these suspended solids are tightly bound and cemented by corrosion products and organic matter. Sludge can damage pumps seals, insulate against heat transfer, and promote under-deposit corrosion.

**USE OF CHEMICALS**

1. **Scale Control.**
   a. Traditional water treatment programs for chiller condenser cooling tower systems relied on sulfuric acid for scale control. Because of the corrosive nature and hazards associated with concentrated sulfuric acid, the trend is toward the use of non-acid treatment alternatives.

b. Scale control is minimizing the formation and accumulation of calcium carbonate. Controlling the pH and solid content of water does this.

c. Phosphonates—organic phosphates—are used to control scaling without the need for pH control with sulfuric acid. New phosphonates, such as phosphono-butane-tricarboxylate (PBTC), are chemically stable.
against chlorine. They also prevent scale deposits under extreme operating conditions, such as high cycles of concentration in the cooling tower, or elevated pH levels above 8.5 to 9.0.

d. Phosphonates often are supplemented with polymers for enhanced scale protection. Older polymers, such as polyacrylates, are still effective in many systems but are being replaced or augmented with co-polymers—made from two different chemical monomers—and ter-polymers—made from three different chemical monomers. These polymers work to solubilize, disperse or modify the crystalline structure of scale deposits. Used alone or with phosphonates, they are a powerful weapon against foulants on heat-transfer surfaces. Their use often eliminates the need for sulfuric acid for pH control.

2. Corrosion Control. Corrosion control minimizes the damage to the metal by removing oxygen from the water, and by altering the water composition by adding corrosion inhibitors and pH control chemicals. Controlling pH alone will not minimize corrosion. An inhibitor is also required.

3. Biological Growth Control. Traditional biocides, such as gaseous or liquid chlorine, are still effective in many systems, but for added protection, they may be supplemented with bromide or non-oxidizing biocides, such as glutaraldehyde, dibromonitrilopopionamide (DBNPA), or isothiazolinone. Bromine is available in convenient dry tablets or in granules for easy application through a brominator feeder. Non-oxidizing biocides are effective against a broad spectrum of microorganisms, but they have the added advantage of rapidly breaking down into non-hazardous components that do not stay in the environment. The use of a microbiocidal material will minimize slime buildup. For information on the treatment for Legionella, Legionellosis.

4. Suspended Solids. Treatment with polyelectrolytes will prevent the most harmful effects of suspended solids.

5. ARAMARK has purchasing agreements for the purchase of chemicals, test kits, and auxiliary equipment.
WATER TREATMENTS

1. Boilers
   a. Scale. Solubilizing and dispersing agents assist in keeping deposits from forming on heat transfer surfaces.
   b. Corrosion control. Controlling the pH is important in aiding corrosion control. A neutralizing amine will help to control pH. An effective treatment program includes the monitoring of other forms of corrosion such as dissimilar metals (galvanic), stress corrosion cracking, intergranular corrosion and crevice corrosion.
   c. Suspended Solids. Treatment with polyelectrolytes and regular blowdowns will prevent the most harmful effects of suspended solids.
   d. Oxygen Control. Dissolved oxygen is highly corrosive in steam boilers if not properly reduced by an oxygen scavenger. The undesired result is extreme localized pitting, causing rapid deterioration of the boiler tubes and leading to tube replacement. When a boiler is in operation, oxygen pitting is most likely to occur in feedwater heaters or economizer tubes, since this is where the water is first heated above the deaerator temperature. Maintaining a properly operating deaerator with sufficient oxygen scavenger is the best method of prevention.
   e. Sludge Control. Chemicals can incorporate polymeric and organic sludge dispersants in steam boiler treatment programs to aid in conditioning of the sludge. This allows the sludge to exit the boiler easier via regular blowdown schedules.

2. Cooling Systems. Cooling towers and condenser systems are very vulnerable to corrosion, scale and fouling due to oxygen in the water, galvanic corrosion caused by dissimilar metals, under-deposit corrosion, and airborne containates.
   a. Scale Control. In addition to its high insulating value, scale progressively narrows pipe internal diameters and roughens tube surfaces, thereby impeding proper flow. In compression refrigerator systems, scale translates into higher head pressure and therefore an increase in power requirements and costs.
b. Biological growth. Biocides are used to control biological fouling. Installing a back-washable sand filter on the sidestream of the condenser water will greatly assist in controlling the build up of suspended solids in the circulating water and on internal surfaces.

c. Suspended Solids. New piping should be thoroughly flushed to remove as much of the suspended material as possible before placing the system into operation. Strainers at control valves and coils will remove larger suspended solids. Removing these suspended solids from the cooling water is best accomplished by sidestream filtration of 1-5 percent of the total flow. These filters are either cartridge-type spiral-wound elements or multimedia depth filters, which can remove solids down to 5 microns. Solids removal can be enhanced by using high-molecular-weight polymers or non-foaming wetting agents.

3. Closed Heating and Cooling Recirculating Systems. Most closed systems are not truly closed. They automatically compensate for any pressure changes or water losses in the system by utilizing an expansion tank and relief valve, at the same time being connected to the water main via a pressure reducing valve (PRV). Expansion tanks usually have a volume of air trapped above the water. The oxygen dissolves in the water and is then circulated throughout the system.

Makeup water enters the system as a result of leaking air from the loop or because of water leaks, bringing with it a fresh supply of oxygen. The net result of this is the introduction of a small but continuous supply of corrosive oxygen. As corrosion in the system continues, heat transfer surfaces become coated and lose efficiency, and tube becomes plugged. Layers of debris lead to an effect known as under-deposit corrosion which can also cause pitting. Chemicals can provide effective corrosion inhibitors and/or a mono-molecular film of protection as well as a pH buffer. This will provide protection against the corrosion of soft metals such as copper, brass, bronze, etc., by coating the surfaces with a protective film. The high temperatures of closed looped systems drastically increase scale formation.
INSPECTIONS, TESTING, AND SAMPLING

Analytical tests must be done periodically (usually weekly) to detect the concentrations, and presence of contaminants. The results of these tests determine the necessary amount of chemicals required to maintain acceptable levels. Preliminary analytical tests for systems to be treated and controlled inspections and sampling of the treated systems should be done by an after treatment service company.

RECORDS

1. A three-ring binder should be kept nearby, readily available for use by testing personnel, that contains the following information:
   a. A copy of this procedure.
   b. A copy of Material Safety Data Sheets (MSDS) for chemicals being used.
   c. Logs used for recording testing results (see Attachment 1).
   d. The results of any testing and sampling.

2. The water treatment service company may provide their own form for recording test results. These forms may be used in lieu of the attached form. If a log provided by the water testing company is utilized, it must contain the following information.
   a. Date/Month/Year:
   b. Control for — Enter equipment or system for which controls established, (i.e., boiler, cooling tower, condensate, etc.).
   c. Tests — Enter specific tests to be conducted on equipment or system (i.e., sulfite, phosphate alkalinity, chlorides, total dissolved solids).
   d. Chemical Treatment Used — Enter the actual amount of chemical fed or introduced into equipment or system on a daily basis by the water treatment service company. Indicate trade name and quantity at heading.
WATER TREATMENT SERVICES

1. The services of a reliable water treatment company are essential to the preservation of HVAC piping systems. ARAMARK has entered into an agreement with ONDEO Nalco Chemical to provide a comprehensive water treatment program.

2. This program will, when properly implemented:
   a. Reduce risk/liability to equipment and people through proper water treatment procedures as overseen by the FM manager and an ONDEO Nalco service representative
   b. Reduce costs associated with water treatment programs through consolidation of fragmented programs and reduction of expenses in areas like energy through reduced scale build up in heat exchangers
   c. Be consistent among all ARAMARK FM accounts. All ONDEO Nalco service representatives will follow the same program guidelines and service standards
   d. Eliminate the handling of 55-gallon drums. ONDEO Nalco’s Port-a-Feed system gets rid of the need for our service partners to handle 55-gallon drums (450 pounds) to refill a water chemical tank
   e. Allow collection of water treatment data from all our facilities for analysis by ONDEO Nalco and ARAMARK. This information will be used to benchmark and improve the program
   f. Make available ONDEO Nalco’s full-service lab for water testing and failure analysis
   g. Make available coil-cleaning services of Nalco Diversified Technologies (NDT), a wholly owned subsidiary of ONDEO Nalco

Contractors ensure that the tests and processes are in place to ensure that the facility equipment sees none of these above problems. Documentation should be clear, concise, and legible. It should be clear what chemicals are being used to thwart what problems. The chemical applications and processes should be reviewed with the on-site manager and staff on at least a semi-annual basis with a formal report on an annual basis. MSDS information should be kept up to date and readily at hand for the service staff of the facility. Should there be a treated pipe breakage; the staff needs to know how to respond. Contractors should provide training on the chemical handling aspects of this program on an annual basis.
Service Call Log and Work Orders

The most common facilities complaint is the Facilities Department’s failure to communicate with customers regarding their requests and subsequent scheduling of work. This basic problem shapes attitudes and creates perceptions of facilities management competency. Recognizing the many competing claims for the services of facilities management, it is imperative that the request and subsequent delivery of services are conducted in a clear and coordinated fashion. The advanced scheduling of assignments, commitment of manpower, and timely execution of tasks will improve the conditions of buildings, increase the productivity of employees, and develop the credibility for service delivery that PPSD constituencies expect.

Therefore, ARAMARK will use their existing customer-oriented Service Response Center with three full time customer service managers, at no additional charge to the district.

This Service Response Center (SRC) provides the single most visible feature for creating an environment of service. The SRC is the single access point and nerve center for all requests for service. By establishing the Service Response Center as a management “nerve center” rather than a clerical “pass-through” function, a district benefits from the level of professionalism, customer service, and asset management we bring to this process. It is our firm belief that management must direct staff activity and that all requesters of service deserve equitable treatment. The objectives of the Service Response Center are as follows:

• Develop a system for the request and scheduling of Facility Services that will serve the needs of the District.
• Instill a sense of customer service within the Facility Services staff by way of incentives, positive reinforcement, skill development, and customer communication skills training.
• Instill a disciplined scheduling system that will avoid productivity losses associated with uncoordinated responses to trouble calls.
• Place high priority on the early installation of a centralized scheduling and community service response system.

Through the SRC, facilities managers will be able to regulate and control the emergency service work. Through the careful control of emergency or unplanned service demands, as well as proper planning and scheduling, a service organization can move to a more project-oriented approach.
Many current clients and users of facility services see a SRC as a significant improvement for acquiring service from any and all support service areas. The ideal SRC functions as a hub for the management integration of requested support services. The SRC consolidates the many points of contact for customers to request support services. This “one call does it all” feature reduces customer frustration derived from attempts to determine and obtain the appropriate support service, which is compounded when multiple support services are needed. The extension of operating hours, made possible by the pooling of support personnel, extends these benefits to customers during off-shifts, weekends, and holidays.

Attributes of the Service Response Center Customer Advocacy:
The SRC is the customer's advocate within the Facilities Department. The attitude within the SRC and the systems that support this function also contribute significantly to the perception of the organization. The SRC and its supporting systems ensure customers are continually satisfied (regardless of their changing requirements) and departmental resources are effectively allocated.

Operate Proactively:
By operating proactively instead of reactively, the SRC is able to increase customer confidence and improve the Facility Department’s image within the community. The SRC continuously informs customers regarding the status of their service request. Acknowledgement to the customer will occur at various points during the service request process. Performance feedback at the completion of service is also a significant component of service. This information is used to refine service delivery and ensure customer satisfaction.

Information Technology and CMMS
ARAMARK Education makes extensive use of computerized maintenance and custodial management systems. Where applicable, these systems are installed to improve managerial information and facilitate decision making. In addition to supporting existing systems, we create new systems for performance measurement. We implement and support computerized systems for budgeting, maintenance scheduling, energy management, and benchmarking are implemented and supported.
Normally to support our managerial responsibility, ARAMARK Education advocates the use of our state-of-the-art management tool, Integrated Service Information System (ISISpro). We are well familiar with and operate many other CMMS systems such as Maximo and TMA. Through whatever CMMS system we use, our IT team of professionals can import and export data through each system to insure data integrity and use of time efficiently when going from one system to another.

**TMA and other CMMS systems feature of service requests:**
- Tracks all requests for service
- Ties requests to buildings, zones, cost centers, and equipment
- Assigns work order and tracks changes in status
- Tracks costs of labor, materials, purchases, and summary
- Provides integrated alpha-numeric pocket paging

**Work Status Reporting:**
- Allows for reporting of time, materials, and meter readings
- Validates employees’ total hours of work for the day

**Maintenance and Custodial Scheduling:**
- Details inventory of all facility spaces along multiple variables
- Develops cleaning schedules based on space attributes
- Offers space modeling for schedule changes
- Captures handheld space information

**Project and Event Planner:**
- Tracks actual schedule to plan
- Ties employees to tasks

**Supply Inventory Management:**
- Tracks supplies tied to work orders and assets
• Tracks backorder, reorder, and reorder quantities
• Details multiple vendors and unit pricing

**Purchasing, Receiving, and Invoicing:**
• Ties purchases to work orders and assets
• Transmits approved invoices electronically to Accounts Payable

**Asset Tracking and Equipment Inventory:**
• Details equipment inventory
• Provides asset maintenance and financial history—YTD and LTD
• Details equipment configuration and areas served
• Ranks risk
• Displays CAD drawings tied to asset and photos
• Keeps mechanical equipment notes
• Captures handheld asset information

**Service Contract Tracking:**
• Tracks contract features such as cost, duration and renewal date
• Ties service contracts to assets

**Quality Control and Inspections:**
• Categorizes user-definable customer surveys by work type
• Surveys integrated into work request system
• Tracks savings to customer

**Human Resources Management:**
• Details employee name, address, phone number, and photo
• Provides job title, wage history, and skills inventory
• Tracks EEOC information
• Tracks training requirements—tied to job title
• Tracks training history by employee
• Tracks electronic days-off roster and attendance

It is important to recognize that this system does not replace the impact of a truly dedicated SRC staff. We will incorporate TMA with the SRC, not as a replacement for it.

Maintenance CMMS
A CMMS supports, integrates, and monitors your maintenance program. It will measure corrective maintenance and preventive maintenance for all your equipment and assets on site; create code compliance and safety compliance checks; track inventory, contracts, and contractors; and monitors the purchasing activities of your department. This live database is constantly updated with best practice procedures. ARAMARK integrates Internet work orders with a Pocket PC. This paperless work order system magnifies your department’s efficiencies in capturing necessary data. Work orders are generated during daily inspections and entered in the PC. Work orders are automatically transferred from a CMMS, allowing the scheduler to prioritize and distribute work while the technicians are on the floor. This customized system eliminates duplication of work entries and increases work performance, thereby reducing costs.

Specifically, we will provide PPSD with:
• Facility Benchmarking—Provides facility benchmarks to assess staffing, purchased services, supplies, and utilities
• Equipment Database—Maintains the most exhaustive equipment database with maintenance information on more than 1.5 million pieces of electromechanical equipment
• Life-cycle Analysis—Aids in life-cycle cost analysis by providing repair history to help determine whether to repair or replace current equipment
• Equipment Audit Program—Includes an audit of your equipment in order to build a database that enables systematic anticipation of scheduled maintenance requests and provides information for warranty protection and replacement assessment
• Tracking Capabilities—Tracks people, training, maintenance schedules, and major and minor projects
• Customer Satisfaction Audit—Assesses customer satisfaction and provides a benchmark for evaluating future satisfaction scores
• Formalized Maintenance Summaries—Helps accurately determine both long- and short-term maintenance needs, and generates inspection forms and procedures

Technical Library
The continually changing face of education and maintenance requires an organization to remain abreast of current best practices. As a result, ARAMARK employs proven and established protocols for maintenance and continually refines them to ensure their applicability in support of our clients and their missions.

We provide your District with technical direction in the management of facility operations. We also act as a professional engineering liaison with other departments and those professional organizations, districts, and commercial organizations deemed necessary by PPSD. Your program includes the best in resources, allowing your on-site managers to deliver operational and service excellence, including:

• An on-site technical library, which includes detailed information on fire protection and prevention
• Logs documenting locations and work performed:
  • Filter logs
  • Fire alarm systems
  • Fire extinguisher logs
  • Daily journal of rounds
  • Boiler and chiller logs
  • Water treatment logs on boilers, chillers, and cooling towers
• Contractor visit logs
• ARAMARK operations procedures:
  • Personnel selection and development
  • Maintenance program implementation
  • Safety and code compliance
• Financial and materials management
• Maintenance and repair requisition system
• Program auditing
• Support and consultation through:
  • ARAMARK corporate and area support personnel
  • Rapid response email system
  • “Ask the Expert” through the ARAMARK Intranet
• Support through the ARAMARK Intranet:
  • Best practices
  • Document library
  • Policies and procedures
  • Video lending library
  • Bulletin board
  • Benchmarking data
  • Equipment recalls
  • Recommended links
  • Operation instructions and safety precautions
  • Energy hints
  • Classified ads
  • Industry updates and press releases
Procurement
ARAMARK recognizes that supplies and other goods represent a sizeable portion of the facility budget. In our role as budget stewards, we are dedicated to optimizing resources and reducing waste. Accordingly, our Purchasing and Procurement Program is designed to improve the quality of the supply operation while increasing the productivity of limited resources. Eliminating wasteful expenditures and practices while improving performance is an essential component of our ability to meet your desired outcomes.

ARAMARK has streamlined much of our supplier sourcing, qualifying, contracting, and auditing processes. We apply analytical skills, process expertise, and management vision to optimize the supply chain. We develop a customized approach that fits your objectives and unique characteristics. We help reduce expenses by analyzing and revising your processes for selecting and using supplies, contracting, purchasing, inventory, and distribution. We identify waste, inefficiencies, and redundancies, and determine appropriate opportunities for integration, consolidation, and centralization.

When procuring supplies, ARAMARK seeks out the best possible combination of total cost and quality. We are independent from suppliers; therefore, we maintain an objective, neutral stance when identifying your best options. We often help clients obtain more favorable volume pricing on commonly purchased items.

ARAMARK provides the facts so your team can make the best choices for your supply needs.
We will implement a proven approach to purchasing and inventorying materials. However, we are mindful of the unique circumstances of each of our clients, such as the desire to use local vendors or preferring minority- and woman-owned business enterprises (MBE/WBE). Thus, our program remains flexible in order to incorporate any specific requirements that your organization may prefer.

We will work within your current purchase agreements and locate favorable opportunities that complement, supplement, or replace your existing agreements. We present a range of options; you choose the one that best fits your needs.
On behalf of PPSD, our Supply Chain Management Program offers the following advantages:

- Streamlined supply chain with lower associated expenses
- Improved cost effectiveness without sacrificing quality
- Enhanced customer satisfaction
- Reduced supply costs by seeking out the best available pricing for quality items
- Maximized productivity of supply management personnel
- Optimum efficiency of space and inventory
- Established benchmarks to track and evaluate performance
- Increased savings from consolidating and integrating delivery systems

**Program Elements**

**Encouraging Diversity Opportunities**

At ARAMARK, we recognize that minority and woman-owned businesses will continue to exhibit rapid growth and become increasingly important in the marketplace. We are committed to the cultivation of new alliances with minority and woman-owned businesses because building such partnerships inevitably provides support for the local communities to which we belong.

**Diversity Policy**

In choosing suppliers, ARAMARK looks for the widest possible selection of companies offering high quality goods and services, reliability, and value. We are committed to the use of businesses owned and operated by minorities and women. We require all business units in our company to actively pursue partnerships with minority- and woman-owned businesses.

Any business that is at least 51 percent owned by one or more minority group members or women qualifies for our Supplier Diversity Program. In the case of a publicly owned business, minorities or women must control at least 51 percent of the stock and must directly manage daily operations. ARAMARK prefers that minority- and woman-owned suppliers be certified with the National Minority Supplier Development Council, the Women’s Business Enterprise National Council, or a local or regional agency approved by ARAMARK.
Supplier Requirements
The requirements are fairly simple: quality, timeliness, and competitive price. Outside of those criteria, the company is chosen based on the needs suited to a given department as it issues a Request For Proposal (RFP).
Quality Assurance
ARAMARK is able to deliver outcomes as a result of our desire and commitment to continually improve throughout the course of our partnership. To ensure this occurs, we invest in an extensive Quality Control Program.

The platform for our performance programs is the Partnership Success Plan (PSP), which identifies the key quality indicators according to your specific needs. The PSP ensures that we adequately measure performance in delivering your desired outcomes.

Our program is further strengthened by a variety of internal assessments and audits that track our performance and continually innovate and improve. Our measurement tools include routine inspections, surveys, assessments, audits, and regulatory compliance checks. We continually measure our performance in order to exceed your expectations.

Partnership Success Plan
The Partnership Success Plan is our quality umbrella designed to involve every employee in the realization of quality solutions. It is a way of thinking that results in problem identification, solutions, measurements, and results. It is a permanent value system in which employees are trained to understand the significance of the role they play in contributing to and maintaining quality standards and service excellence. This mindset keeps managers focused on the needs and expectations of our customers and the delivery of measurable results.

The Partnership Success Plan ensures that throughout our relationship we are:

- Confirming your needs and expectations
- Developing solutions that deliver desired outcomes
- Measuring our performance and the value we are providing
- Analyzing and communicating our results
- Using findings and feedback to continually improve
The PSP process is conducted by a mixture of ARAMARK staff with input from a broad variety of your District’s users.

The PSP process involves several steps with defined actions and outcomes that lead to an improved service delivery model and customer satisfaction.

### Determine Client Expectations
- **Action**—Clearly understand the needs of clients and customers through direct conversation.
- **Output**—An understanding of the client’s environment result in a profile of PPSD’s needs and desired results.

### Invent Solutions
- **Action**—Identify opportunities through a highly creative and interactive brainstorming session and compare against industry best practices and resource needs.
- **Output**—Solutions and initiatives achieve outcomes.

### Measure Value
- **Action**—Compile input from team members regarding solutions and measurable outcomes.
- **Output**—Specific metrics meet PPSD’s needs and a scorecard methodology for collection and reporting.

### Communicate Results
- **Action**—Seek input and approval through regular meetings with PPSD to discuss new service ideas and demonstrate value creation.
- **Output**—Formal report explains initiatives, activities, and metrics with PPSD’s approval.

### Implementation
- **Action**—Implement solutions, performance measurement, and communication.
- **Output**—Ensure timetable of actions, milestones, checkpoints, and continuous improvement.

The PSP is a continuous process that revisits each of the five steps. By continually understanding your needs, ARAMARK can best develop specific solutions, measure our value, and communicate results. It is this continual form of service assessment, refinement, and measurement that truly allows us to add value to PPSD while delivering customer satisfaction.
Assessments and Audits
ARAMARK uses the following programs to further ensure quality control and refine our service delivery as needed to meet your specific needs:

• **Operations Performance Assessment** reflects ARAMARK’s high standards and forms the basis of all operations training. To establish, maintain, and ensure measurable quality, the operations performance assessment details expectations for every aspect of support service delivery. Specific quality control procedures are defined for key operational measures. Our district managers and support staff continually monitor standards compliance. When stringently followed, these operational standards ensure we deliver demonstrably better service, consistent performance, and uncompromising quality.

• **District Manager Assessments** are conducted annually in all facilities. We examine all areas of the operation, including accounting, inventory control, licensing, payroll policies, business conduct policy adherence, and adherence to other policies and procedures. If problems are found, a plan for corrective action is developed and implemented.

• **Star Team Audits** are conducted periodically to ensure that operations meet organization and client objectives. The reviews are performed by an independent team, not associated with the facility, including a regional vice president, district manager, director of operational support, regional facilities director, and sales director. Using a fresh eyes approach, the team examines all aspects of support service operations and interviews key management to identify service enhancement opportunities. A follow-up is conducted and documented to ensure timely resolution.

• **The Peer Review Program** is an annual review process that strengthens service programs while ensuring compliance with regulatory agency standards. We have found that organized, purposeful networking provides an effective forum for idea exchange and helps refine service skills. Each time a review is performed, the team examines the previous review’s action plan to determine if a problem has been corrected and to offer additional suggestions for further improvement.
Financial Assessments

ARAMARK monitors performance through computerized management software programs.

- **Benchmarking** identifies the appropriate baseline against which performance results are compared. This baseline could represent the prior year’s actual results, current year’s budget, or any other measurement criteria most relevant to you. We then compare actual operating statistics against historic unit performance and other relevant benchmarks on a regional and national level. We also provide independent affirmation of performance by tracking industry trends and performance standards published by third-party research groups and associations.

- **Performance Outcomes Analysis** captures comparators and trends performance in areas such as student, visitor, and staff satisfaction; employee satisfaction and turnover rates; and work order completion rates. In addition to managing trends within your organization, this information enables us to identify and share best practices across our national client base.
PROVIDENCE SCHOOLS  RFP for FMS

9.1.1  Current Project References. Provider: ARAMARK EDUCATION

List three (3) current contracts of similar size and scope, especially contracts in the New England Region.

**Current Project Reference 1:**

Owner: Manchester City School District  
Location: Manchester, NH

Size: 2,500,000 square feet  24 buildings  40 acres  
Scope of Work: Preventive maintenance, custodial, grounds, working on energy management

Type of Contract (Fixed Price, Unit Price, Cost Plus Fixed Fee, Cost plus Percent Fee, Incentive, Other): Fixed Price

Contact: Mr. Timothy Cloughterty  
Address: 227 Maple Street  
Manchester, NH 03103

**Current Project Reference 2:**

Owner: Bernards Township School District  
Location: 101 Peachtree Road, Basking Ridge, NJ 07920

Size: 890,276 square feet  7 buildings  72 maintained acres  
Scope of Work: Maintenance, Grounds, Custodial, Energy Management, Construction Management

Type of Contract (Fixed Price, Unit Price, Cost Plus Fixed Fee, Cost plus Percent Fee, Incentive, Other): Fixed Price

Contact: Dr. Valerie Goger  
Address: 101 Peachtree Road  
Basking Ridge, NJ 07920

**Current Project Reference 3:**

Owner: Olin College of Engineering  
Location: Needham, MA

Size: 388,000 square feet  5 buildings  17 acres landscaped  70 total acres  
Scope of Work:

Type of Contract (Fixed Price, Unit Price, Cost Plus Fixed Fee, Cost plus Percent Fee, Incentive, Other): Cost Plus Fixed Fee

Contact: Joann Kossuth  
Address: 1000 Olin Way  
Needham, MA 02492

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PROVIDENCE SCHOOLS  RFP for FMS

9.1.2  Former Project References.  Provider:  ARAMARK Education

List two (2) former contracts of similar size and scope, especially contracts in the New England Region.

Former Reference 1:

Owner:  Berklee College of Music
Location:  Boston, MA

Size:  1.5 million square feet  6 buildings  none-inner city acres
Scope of Work:  Plant operations and maintenance, custodial, energy management, project management, building commissioning, life cycle assessment

Type of Contract (Fixed Price, Unit Price, Cost Plus Fixed Fee, Cost plus Percent Fee, Incentive, Other):  Fixed price

Contact:  John Eldert
Title:  Vice President of Administration
Address:  1140 Boylston Street
          Boston, MA 02215
Phone:  67-266-1400

Former Reference 2:

Owner:  East Lyme School District
Location:  East Lyme, CT

Size:  600,000 square feet  5 buildings  80 acres
Scope of Work:  Plant operations and maintenance, custodial, grounds

Type of Contract (Fixed Price, Unit Price, Cost Plus Fixed Fee, Cost plus Percent Fee, Incentive, Other):  Fixed price

Contact:  Dr. Paul Smotas
Title:  Acting Superintendent - Stonington Public Schools
Address:  P.O. Box 479
          Old Mystic, CT 06372
Phone:  860-572-0506 x115

(Note:  ARAMARK had account for 22 years.  District went self-op this year)
Statement of Qualifications

Expertise and Resources to Manage Specialized MEP Equipment:

The equipment needs of the new space are not unusual to ARAMARK. We are the most accomplished commissioning agent for LEED-certified educational facilities in the country. We are the only comprehensive facilities management provider that has been recognized for such expertise by numerous state agencies through blanket state-wide contracts—New York, Massachusetts, Pennsylvania, Tennessee, Michigan, and others. Our ability to properly manage the equipment within the new spaces is a direct byproduct of our recognized technical capabilities. All of ARAMARK’s commissioning work is self performed. The expertise to operate and maintain complex equipment is resident in the business.

For these high performance buildings, ARAMARK would employ totally separate resources from those that currently maintain the balance of the PPSD facilities. The unique skill sets required would be addressed through a combination of full-time, on site resources and the use of specialized technical contractors as may be required to maintain or service equipment that is more cost effectively addressed in this manner.

ARAMARK’s expertise in energy management has been unique in its focus on operations-based models. Our philosophy has been to maintain and operate equipment at the highest levels of efficiency through education, training, work order management, targeted investment, and community engagement. Our experience has been recognized by government agencies such as the EPA, which awarded an ENERGY STAR partnership to the entire school district of Council Rock, Pennsylvania, an ARAMARK client. With the experience we have with building commissioning and energy management implementation of the NE CHPS program will be possible without any issues.

Event and Venue Management Experience:

Through ARAMARK’s Sports and Entertainment Division we provide event and venue management services to some of the most import stadiums and venues in the country. Specifically, in the Northeast, ARAMARK manages Fenway Park, the Boston Convention and Exhibition Center, the Hynes Convention Center, Citizens Bank Park, Lincoln Financial Field, the Wachovia Center, Giants Stadium, Citi Field, Manchester Arena, and the Times Union Center to name a few.

CMMS and Call Center:

The PPSD community needs to view the operation of these high performance buildings as seamless to the balance of the school department. As the facilities service provider to PPSD, ARAMARK’s call center and CMMS system are already in place and well understood by the entire community. It should not be the user’s responsibility to determine who to call for service—the high performance buildings or the Facilities Operations office. With this proposed model, we would integrate and extend the current Service Response Call Center to handle and schedule all requests for the high performance buildings. The structure and systems need no additional resources to handle the needs of the new buildings while providing a single point of contact.

From a scheduling and management standpoint, ARAMARK and PPSD currently use ISISpro as the Web-based CMMS system. ARAMARK will operate TMA for all work requests, preventive and warranty maintenance, and event and setup requests, and manage costs and billbacks for the new spaces as required and outlined in the RFP. Additionally, ARAMARK will invest and provide PPSD with a replacement CMMS to ISISpro, should the District so desire, to provide the District with a single platform. TMA could be used for the entire District.

Staffing and Labor Relations:

As the service provider to PPSD for facilities, ARAMARK well understands the local labor and political landscape. We also understand the needs of the City, the School Department, the community, and the students. Our proposed model will include a full time program manager and a full time events manager. Both positions are independent of the existing school department relationship and solely dedicated to the new high performance buildings. In addition to these full time positions, ARAMARK will work with Laborers Local 226 to create new, highly skilled positions to externally recruit on-site skills for MEP systems that currently do not exist within the School Department. The position descriptions contained in our proposal are such that they require incremental resources to satisfy the needs in the outlined scope of work. By creating positions within the Local 226 jurisdiction, the staffing model will ensure a smooth operating relationship exists between the maintenance, custodial and events teams to make all operations a success.

With this model and with ARAMARK as the District’s provider of custodial services for the high performance buildings, a seamless operations model that provides both dedicated skills to the new buildings and on-call resources for events, cleanup, breakdowns, emergency needs, grounds, call center, supervision, and light maintenance would be created. No resources would be co-mingled but the available resources would create a model to address any and all needs through the depth and extent of our community presence. The depth of ARAMARK’s technical and operations resources would provide the underpinning for the entire operations much as it currently exists for the School Department. Over 125 ARAMARK engineers are within a two hour drive of Providence to provide any skill set which is necessary to properly operate the new high performance buildings.
Insert tab 2 methodology
PROVIDENCE SCHOOLS RFP for FMS

9.2.1 Provider Services.

Provider: ARAMARK Education

Indicate the services for this assignment that you will self-perform using directly employed personnel by entering an “X” in the “Self-Perform” column, and the services you will sub-contract by entering an “X” in the “Sub-Contract” column.

<table>
<thead>
<tr>
<th>Service</th>
<th>Self-Perform</th>
<th>Sub-Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Building M&amp;R</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>HVAC M&amp;R - filters, belts, etc.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>HVAC M&amp;R - chillers</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Automatic Temperature Controls</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Plumbing M&amp;R</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>15 kV Electrical M&amp;R</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>General Electrical M&amp;R</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Emergency Generator M&amp;R</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Lighting M&amp;R</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Elevator M&amp;R</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Fire Alarm System M&amp;R</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Fire Sprinkler M&amp;R</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Roofing M&amp;R</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Door &amp; Window M&amp;R</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
PROVIDENCE SCHOOLS RFP for FMS

9.2.2 Project Organization. Provider: ARAMARK Education

**Project Manager**

Name & Title: David Gaudet

Date of Hire: Currently on ARAMARK Staff

Current Responsibilities: CEM, Technical Operations Manager

Other Duties with Facilities: Commissioning services on mechanical systems and controls, installation of new HVAC system and controls, installation and commissioning of boiler systems, rooftop air handling units, a 250-ton air-cooled rotary screw chiller and all hyronic pumping systems.

Attach a Resume and a Proposed Job Description for this Project Manager.

**On-Site Staff**

On the next page, list each position, the number of persons, the rate of pay, and scheduled weekly hours.

Indicate the staff assigned to each of the following functional areas:

- **Administration** - your full-time on-site Project Manager and support staff, including any accounting personnel.
- **Operations & Maintenance** - personnel for day-to-day operation and maintenance of the buildings, systems and equipment.
- **Field house operations** - personnel to operate the facility

Note: Your proposed staffing and costs, self-performed or sub-contracted, must cover these activities and, to facilitate evaluating proposals, you must present your proposed staffing and costs according to these six categories, although you may choose to organize these functions differently. Attach a one-page job description for each position.

Note: ARAMARK will work with Local 226 to recruit the most qualified Operations and Maintenance candidates. The job descriptions covering these two (2) positions can be found in this section. Additionally, we will also recruit for the position of Porter/Custodian from the Local 226 membership.
**PROVIDENCE SCHOOLS RFP for FMS**

**9.2.2 Project Organization (cont’d.). Provider: ARAMARK Education**

### On-Site Staff

Provider shall indicate the staff Provider proposes to assign to each of the functional areas, by listing each position, the number of persons, the rate of pay, and the scheduled weekly hours:

<table>
<thead>
<tr>
<th>Position</th>
<th>Number of Persons</th>
<th>Pay Rate</th>
<th>Weekly Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administration</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Service*</td>
<td>3</td>
<td>0.00</td>
<td>50</td>
</tr>
<tr>
<td>HR Manager *</td>
<td>1</td>
<td>0.00</td>
<td>40</td>
</tr>
<tr>
<td>Finance Manager*</td>
<td>1</td>
<td>0.00</td>
<td>40</td>
</tr>
<tr>
<td><strong>Operations &amp; Maintenance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dedicated Project Manager</td>
<td>1</td>
<td>$80,000</td>
<td>40</td>
</tr>
<tr>
<td>Dedicated Master HVAC Tech</td>
<td>1</td>
<td>$38.00</td>
<td>40</td>
</tr>
<tr>
<td>Dedicated Master Plumber/Carpenter</td>
<td>1</td>
<td>$38.00</td>
<td>40</td>
</tr>
<tr>
<td>Heating &amp; A/C system monitoring*</td>
<td>1</td>
<td>$0.00</td>
<td>24/7/365</td>
</tr>
<tr>
<td>Maintenance Mechanics as helpers*</td>
<td>3</td>
<td>$0.00</td>
<td>120</td>
</tr>
<tr>
<td>Engineers for Emergency Response*</td>
<td>3</td>
<td>$0.00</td>
<td>120</td>
</tr>
<tr>
<td><strong>Field House Operations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dedicated Events Manager</td>
<td>1</td>
<td>$40,000</td>
<td>40</td>
</tr>
<tr>
<td>Dedicated Cleaner</td>
<td>1</td>
<td>$11.00</td>
<td>40</td>
</tr>
<tr>
<td>Current Cleaning Staff &amp; Sub pool as needed*</td>
<td>$0.00</td>
<td>24/7/365</td>
<td></td>
</tr>
<tr>
<td>Current Custodial Management Staff*</td>
<td>$0.00</td>
<td>24/7/365</td>
<td></td>
</tr>
</tbody>
</table>

* - Utilize current staff at account at PPSD. There is no incremental cost to the District for the Customer Service, HR and Finance Manager as well as the Heating & A/C system monitoring, maintenance mechanic helpers and engineers for emergency response positions and the current cleaning staff and sub pool, and current custodial management staff.

| Totals                          | 17                | 570       |

Attach a one-page job description for each position.
Dave Gaudet  
Project Manager  
Candidate has more than 22 years of experience in energy management and building commissioning. Most recently, Candidate has been providing commissioning services on mechanical systems and controls for renovation projects at Providence College. His responsibilities have included installation of new HVAC systems and controls for several residence halls as well as the college's hockey arena. Candidate is also assisting on the commissioning of a school in New Haven, Connecticut, which includes commissioning of the school's boiler systems, 14 rooftop air handling units, a 250-ton air-cooled rotary screw chiller, and all hydronic pumping systems.

This individual is currently working as the energy manager where he is responsible for managing campus energy costs and improving energy efficiency. He has also worked as a senior project manager at the Connecticut Children’s Medical Center on various mechanical and electrical retrofits and energy projects. He has also been engaged as an energy manager at Maine General Medical Center in Augusta, Maine.

Previously, Candidate worked as an energy manager at Raytheon Company, AT&T, and Lucent Technologies. He assisted these companies in launching and maintaining successful energy management programs, and assisted them in saving millions of dollars in energy costs. At Raytheon, his energy team’s performance won Raytheon the “Corporate Partner of the Year” award from the EPA’s Energy Star Program in 2002.

EDUCATION: (B.S.) Mechanical Engineering – University of Massachusetts at Amherst  
CERTIFICATION: Certified Energy Manager (CEM)

Commissioning Project Manager Experience:  
Providence College – Davis Hall Renovation  
Providence College – Sienna Hall  
Providence College – Schneider Hockey Arena  
Providence College – Raymond Hall  
Providence College – Fitness Center

Commissioning Agent Experience:  
New Haven Public Schools – Beecher School – $40.3M, 91K GSF  
New Haven Public Schools – Troup School – $52M, 113K GSF  
New Haven Public Schools – Co-op High School – $17M, 140K GSF  
Loomis Chaffee School – Clark Science Center – $13M, 44K GSF  
East Lyme School District – High School HVAC Renovation – $1.7M, 122K GSF

Energy Management Experience:  
Berklee College of Music  
Maine General Medical Center
Providence – Project Manager Mechanical and Electrical Services – Occupational Job Description Summary

Position is responsible for directing mechanical and electrical facilities management including engineering, plant operations, and maintenance-level work to maintain, troubleshoot, repair, balance, and perform analysis on all types of electrical, heating, ventilation, air conditioning, and refrigeration (HVACR) equipment systems, designs, and applications. Perform duties assigned to lower-level positions as needed.

Management Duties Performed

- Manage mechanical and electrical systems operations to ensure high-performance and LEED building efficiency conditions are maintained.
- Supervise the maintaining, troubleshooting, and repair of all electrical and HVAC equipment including but not limited to reciprocating, centrifugal, and screw chillers.
- Supervise checks, changes, and schedules in DDC and building-level controls.
- Oversee site surveys on blueprints, building HVAC, and electrical designs and applications.
- Manage and direct troubleshooting, maintaining, and repair of all electrical and HVAC equipment and electronic/pneumatic equipment plus troubleshoot variable frequency drives.
- Supervise the performance of air balance, water balance, and mechanical/electrical systems’ efficiency tests.
- Respond to all client requests in relation to engineering, plant operations, and maintenance services.
- Provide assistance in process for preparation and presentation of budget, capital projects, maintenance plans, and funding requests.
- Tour and inspect all facility mechanical and electrical systems to ensure total quality management requirements of all trades and services provided to client.
- Prepare daily, weekly, and monthly financial and operating reports.
- Perform long-range resource planning to ensure maximum utilization of labor, materials, and equipment.
- Responsible for mechanical and electrical facility’s compliance with OSHA standards and other local, state, and federal government regulations.
- Manage use of facility’s automated DDC system to locate system problems and take corrective action; troubleshoot and repair all air conditioning units, water coolers, split systems, heat pumps, and mixing boxes; troubleshoot, repair, and adjust pneumatic, electronic, and line voltage controls; and maintain and repair air handlers to include adjusting airflow and temperatures to achieve energy savings and comfort level.
- Supervise operation of DDC system as needed, to include performing maintenance and repair on HVAC and refrigeration equipment and systems; troubleshooting building, water side, and air side systems through performance analysis, preventive maintenance, and identifying, installing, and maintaining all types of parts; and assisting any contract-level heating, ventilation, air conditioning, and refrigeration (HVACR) mechanics.
• Perform “recall” after normal school hours due to troubles, vandalism, or accidents.

Perform other related duties incidental to work described herein. Above statements describe general nature and level of work being performed by individuals assigned to this classification.

**Required Qualifications at this Level**

**Education/Training:** Work requires an educational background normally equivalent to a college education and training in safety procedures, high-performance and/or LEED buildings, electrical systems, distribution, and air distribution systems; fundamentals of energy management; advanced DDC control strategies, programming, blueprint reading, and electrical schematic reading; pneumatic controls; preventive maintenance technologies; hydronics; applied psychometrics; water and air balancing; and electrical and mechanical equipment maintenance and operation. Requires training on lockout/tagout (internal); and fire stop certification (internal). CFC certification a value-added item. Rhode Island license in HVAC and/or electrical/plumbing a plus.

**Experience:** Work requires knowledge in refrigerant management; blueprint reading; electrical schematic diagnostics; equipment installation; electrical troubleshooting; calibration techniques; troubleshooting hydronic, pneumatic, and electronic systems; and computer analysis of operating system, as well as a knowledge of water balancing and air balancing, generally acquired through 10 years of experience in the facilities operations field.

**Requirements:** Valid driver’s license required at time of hire; must be maintained as condition of continued employment. Employee will be required to operate District vehicles. Employee must maintain a driving record which meets the standards of the District insurance policy and must maintain current certifications as required for condition of continued employment.
Job Description: Events Manager

Summary:
Manage, coordinate, and monitor all aspects of events at facilities, including planning, organizing, and controlling events to meet contractual obligations and quality customer service standards. Coordinate schedule of events held at facilities with Operations. Work with businesses, organizations, and individuals to create and sell sponsorship opportunities to generate revenue for new facilities.

Work Performed:
- Provide management for all assigned events, maintain liaison with event clientele, ensure facilities are properly scheduled and prepared; and resolve issues before, during, and after events.
- Coordinate operations with principals, supervisors, and other departmental managers to ensure readiness, efficiency in resource utilization, and prompt delivery of services.
- Meet with user groups to provide information and guidance to obtain accurate event specifications; prepare and review event agendas; and confirm all services and necessary preparations are in order.
- Supervise, direct, and coordinate activities of personnel, subcontractors, and vendors as required to successfully execute assigned events at facilities.
- Act as liaison for PPSD to insure successful execution of program and conduct pre-and post-event meetings with clients and staff.
- Effectively communicate through written correspondence and oral communication.
- Coordinate client service needs with catering and audiovisual suppliers, security, and other requested services; supervise, plan, and schedule work for event supervisors and staff; ensure adequate manning for events and equipment deliveries; record labor assignments according to benchmarks in order to ensure accurate and timely recharge of labor; and motivate and develop staff to ensure smooth operations of department and promote teamwork.
- Manage inventory of special events equipment such as tables, chairs, and portable stages; conduct periodic and annual inventory of equipment; recommend replacement of equipment as required.
- Assist in determining fiscal requirements and preparation of budgetary recommendations.
- Create and market sponsorship packages for businesses and individuals. Develop event flyers, Web site event page, and banner signage at event site. Promote sponsorships to advertise businesses, organizations, or individuals to residents and patrons, enabling PPSD to enrich the lives of Providence community.

Education and Experience
• Minimum of three years’ experience in event planning and management, hospitality management and managing budgets, marketing imperatives and resources, and vendor relationships.
• Proven record of event marketing and event management.
• Proven record of creative experience in creating event concepts, sponsorship packages, and designs.
• Demonstrated commitment to interdependent teamwork.
• Bachelor’s degree preferred.

Knowledge and Abilities:
Knowledge of: Needs of users of large facilities; principles and techniques of organization; budgeting, personnel development, event planning, audiovisual systems, and other equipment and practices; public fire and safety regulations; computer software programs.

Ability to: Plan, service, and supervise variety of events and meetings; anticipate equipment and other needs for individual events; prepare effective reports and correspondence; identify potential problems and make necessary plans for corrective action; market facilities by interfacing with potential business sponsors; and establish and maintain effective working relationships with facility users, employees, and general public. Must be available for night and weekend work, if required.
PROFESSIONAL CREDENTIALS

MICHAEL NEEDLEMAN

EXPERIENCE

Conference Planning Manager
ARAMARK, The John Hancock Hotel and Conference Center, Boston, Massachusetts
September 2005–Present
Sole contact for client’s advance and day-of requirements. On site to assist with all last-minute needs and issues. Assist with securing repeat business. Oversee all conference, catering, and kitchen operations. Direct report of all conference and kitchen staff. Communicate clients’ requests to appropriate department or vendor. Produce daily invoices for events. Property safety leader. Participate in weekly, regional safety calls and oversee property Safety Committee.

Concierge Staff Manager
Tillinger’s Concierge and Special Event Productions, Boston, Massachusetts
September 2004–August 2005
Kept client communication open with weekly site visits and meetings. Direct report of over 35 off-site concierge staff. Created a new hire orientation and training program which assisted the boarding process and increased employee retention. Responsible for all accounts payable and part-time employee payroll.

Event Services/Security Assistant Manager
SMG at Pepsi Arena, Albany, New York
January 2002–July 2004
Key contact for production team for concerts, sporting events, and conventions such as Phish, Shania Twain, Bruce Springsteen, NCAA 2004 Hockey East Regionals, 2003 Basketball East Regionals, and the 2002 Wrestling National Championship. Advanced the clients’ needs and oversaw the day-of operations. Supervised all full-time building security and interviewed all part-time candidates. Researched New York state law regarding security officers and re-licensed entire staff. Adopted hiring procedure so all new staff were trained and licensed correctly. Promoted from coordinator to assistant manager January 2004 after performing more managerial duties.

Marketing Coordinator
SMG at Pepsi Arena, Albany, New York
August 2001–January 2002
Wrote press releases, radio commercials, mass emails, and Web blurbs. Designed billboards, brochures, flyers, and postcards to promote upcoming events at the arena.

EDUCATION

University of Albany, Albany, New York
Bachelor of Arts, Rhetoric and Communications
2001
Job Description – Custodian/Porter

Job Summary
Must be able to follow written instructions and diagrams. Must be able to function well in a team/community environment, frequently interacting with students, teachers, co-workers, administrators, and government officials, displaying common courtesies and politeness.

Job Requirements
Minimum Level of Experience: Some custodial experience

Essential Responsibilities
- Relocate furniture and equipment within and between locations.
- Support all event requirements.
- Provide relief coverage for custodial schedules as required.
- Pick up trash and recyclables from designated locations and remove it to appropriate processing sites.
- Notify supervisor of equipment needing repair or replacement.
- Perform project work, such as stripping floors, carpet shampooing, operating auto scrubbers on floors, and delivering supplies to locations on campus.
- Perform any additional duties as required by management.

Additional Required Skills and Abilities
- Must be able to function well in a team/community environment, frequently interacting with students, teachers, co-workers, administrators, and government officials displaying common courtesies and politeness.
- Ability to read and interpret documents such as safety rules, material safety data sheets (MSDS), drawings, instructions, and manuals.
- Ability to communicate effectively to describe and explain specific problems of mechanical/plumbing systems to students, faculty, staff, and contractors.
- Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form.

Working Conditions

A. Physical Environment:
- Regularly exposed to wet and/or humid conditions.
- Occasionally exposed to moving mechanical parts, precarious places, hazardous chemicals, outside weather conditions, and extreme heat.
- Occasionally exposed to fumes or airborne particles.
- Usually moderate noise level.
- Regularly required to work extended hours and participate in after-hours callback for building emergencies.

B. Physical Demands
- Regularly required to use hands to finger, handle, or feel; must stoop, kneel, crouch, or crawl.
- Frequently required to lie down, stand, walk, reach with hands and arms, talk or hear, and taste or smell.
- Occasionally required to sit.
- Frequently lift and/or move up to 50 pounds, and routinely operate custodial equipment. Necessary to perform all the tasks required of the position.
- Regularly climb and/or balance using a step ladder up to 10 feet.
- Regular use of close vision, color vision, depth perception, and ability to adjust focus.
Providence Schools Occupational Job Summary – Plumber/Carpenter

Install, maintain, troubleshoot, and repair plumbing, appliances, systems, facilities, and related devices. Assign, direct, and review work of lower-level employees. Inspect and certify work is in compliance with state and local plumbing codes. Plan, estimate, and commission renovations of plumbing systems or equipment. Install, maintain, troubleshoot, and repair carpentry systems, facilities, and related devices. Assist in training of new personnel. Act as assistant when Lead is absent.

Work Performed

Apply safety precautions pertaining to: safety regulations and procedures; chemical safety; hazard communication program; personal protective equipment; lifting procedures; back injury prevention; flammable storage; housekeeping; fire extinguisher training. Lay out, assemble, install, and service plumbing in school buildings in accordance with blueprints and plumbing codes.

- Install new plumbing fixtures, including new lines, traps, and drains.
- Install and repair water heaters, drinking fountains, drains, tubs, faucets, valves, pumps, commodes, and lawn sprinklers.
- Repair/replace flush meters, toilets, urinals, water fountains; repair/replace lawn sprinkler parts.
- Repair/extend old plumbing lines or add new lines, including cutting and fabricating materials and amending blueprints.
- Inspect/certify back flow preventers on domestic/fire water lines.
- Review work orders and prepare material list for completion of jobs.
- Operate arc welders and acetylene torches.
- Perform tracing for leaks in pipes and lines.
- Lay out/install water/drain lines to meet city codes; may pull city plumbing permits as needed.
- Repair and evaluate solar systems as required.
- Perform “recall” services after normal school hours due to vandalism or accidents.

Responsible for remodeling, renovating, designing, estimating, constructing, inspecting, repairing, replacing and maintaining structural elements within District school buildings including walls, ceilings, floors, roofs, gutters, downspouts, cabinets, bookcases, doors, windows, glazing, bleachers, lockers, basketball goals, special needs devices, and other miscellaneous furnishings and equipment.

- Estimate materials for each work order; perform inventory of stock materials and order additional items as needed.
- Assist other trades as needed.
- Perform “recall” services after normal school hours due to vandalism or accidents.
- Ongoing 3%: Perform other duties as assigned.

Any one position may not include all duties listed, nor do examples necessarily include all duties performed. Other related duties incidental to work described herein may be required. The above statements describe general nature and level of work performed by individuals assigned to this classification.

**Required Qualifications at this Level**

**Education/Training:** Work requires educational background normally equivalent to a high school diploma or equivalent, and National Plumbing Code classes (internal); training on lockout/tagout (internal); fire stop certification (internal); and master Rhode Island plumber’s license.

**Experience:** Work requires seven years in plumbing construction or maintenance, which may include time in approved apprenticeship program, with at least five years’ experience as plumber, or equivalent combination of relevant education and/or experience.

**Skills:** Valid driver’s license required at time of hire; must be maintained as condition of continued employment. Employee will be required to operate District vehicles. Employee must maintain driving record meeting standards of District insurance policy, and hold current certification as journeyman, certification as plumber, or related trade as condition of continued employment.
Providence HVAC Tech./Electrician – Occupational Job Description Summary

Perform master-level work to maintain, troubleshoot, repair, balance, and perform analysis on all types of heating, ventilation, air conditioning, and refrigeration (HVACR) equipment and electrical systems.

Work Performed

- Maintain, troubleshoot, and repair all types of HVAC systems.
- Make checks and changes in DDC and building-level controls.
- Perform site survey on blueprints; building HVAC designs and applications.
- Size, install, and service conduits, conductors, switches, outlets, and junction boxes. Install disconnects, lights, devices, and electrical panels; install motors, motor control circuits, electrical systems in hazardous locations, and transformers; install battery banks, battery chargers, and switch gear; install intrusion alarm systems and grounding systems in all facilities.
- Troubleshoot motors, motor control circuits, across-the-line starters, reduced-voltage starters (auto transformer, resister), reversing starters, and electrical systems in hazardous locations, battery banks, and battery chargers.
- Perform “recall” services after normal school hours due to vandalism or accidents.
- Install, troubleshoot, maintain, and repair most types of electrical systems and equipment up to 600 volts.
- Use facility’s automated DDC system to locate system problems and take corrective action; troubleshoot and repair all air conditioning units, water coolers, split systems, heat pumps, and mixing boxes; troubleshoot, repair, and adjust electronic and line voltage controls; and maintain and repair air handlers to include adjusting airflows and temperatures to achieve energy savings and comfort level.

Required Qualifications at this Level

Education/Training: Work requires an educational background normally equivalent to a high school education, and training in safety procedures, air distribution systems, fundamentals of energy management, advanced DDC control strategies, and advanced programming. CFC certification required. Work requires Rhode Island license in HVAC and electrical.

Experience: Work requires skills in refrigerant management; soft soldering; brazing; blueprint reading; meg motors; electrical schematic diagnostics; equipment installation; electrical troubleshooting; calibration techniques; troubleshooting hydronic, pneumatic, and electronic systems; computer analysis of operating system, and working knowledge of water balancing and air balancing, generally acquired through 10 years of experience in HVACR field

Requirements: Valid driver’s license required at time of hire. Driver’s and trade licenses must be maintained as condition of continued employment.
### Sub-Contractors

List each function and sub-contractor.

<table>
<thead>
<tr>
<th>Function</th>
<th>Sub-Contractor</th>
</tr>
</thead>
<tbody>
<tr>
<td>HVAC &amp; Mechanical Systems</td>
<td>Arden Engineering</td>
</tr>
<tr>
<td>HVAC &amp; Mechanical Systems</td>
<td>Aero Mechanical</td>
</tr>
<tr>
<td>HVAC Controls &amp; Electrical Services</td>
<td>Atlantic Electric</td>
</tr>
<tr>
<td>HVAC Controls &amp; Electrical Services</td>
<td>Controlled Air</td>
</tr>
<tr>
<td>Elevator Maintenance and Service</td>
<td>Thyssen Krupp</td>
</tr>
<tr>
<td>Fire Suppression/Detection Service</td>
<td>Simplex Grinnell</td>
</tr>
</tbody>
</table>

ARAMARK will deploy any other vendors as necessary to insure operation efficiencies

For each sub-contractor, provide a Sub-Contractor Information form (9.2.3).

Attach an organization chart illustrating the relationships of all on-site personnel and sub-contractors to Provider's Project Manager and to each other.
For each Sub-Contractor listed on the third sheet of 9.2.2, provide this Sub-Contractor Information form.

**Sub-Contractor**

Name: Controlled Air INC.  
Address: 21 Thompson Road  
Branford, CT 06405  
Phone: 203-481-3531  
Facsimile: 203-481-3533  
Contact: Rob Kinne  
Service: HVAC and Electrical Services  

Sub-Contractor will meet Insurance Requirements in 3.1.0? Yes No

**Job Description**

Vendor will be on call to provide support to the onsite team for the following services as needed:  
HVAC Controls - make checks and changes in DDC and building level controls (especially Johnson Controls systems); troubleshoot, maintain and repair all HVACR equipment; troubleshoot electronics and electronic/pneumatic equipment; troubleshoot variable frequency drives.  
HVAC Mechanical - Screw, bolt, rivet, weld and braze parts to assemble structural and functional components such as motors, pneumatic and electronic controls, switches, gauges, wiring harnesses, valves, pumps, compressors, condensers and pipes; pump specified gas or fluid into system; start system, observe operation, read gauges and instruments, and adjust mechanisms such as valves, controls and pumps to control level of fluid, pressure and temperature; dismantle malfunctioning systems and test components; replace or adjust defective or worn parts to repair systems; test, record, and treat condenser and chilled water systems and add appropriate chemicals to adjust to proper concentration level.
9.2.3 Sub-Contractor Information. Provider: ARAMARK Education

For each Sub-Contractor listed on the third sheet of 9.2.2, provide this Sub-Contractor Information form.

**Sub-Contractor**

Name: Atlantic Electric  
Address: 5 Etelvina Court  
Bristol, RI 02809  

Phone: 401-253-6569  
Facsimile: 401-253-6569  
Contact: Larry Hicks

Service: HVAC and Electrical

Sub-Contractor will meet Insurance Requirements in 3.1.0? Yes No

**Job Description**  
Vendor will be on call to provide support to the onsite team for the following services as needed:  
Electrical - size and install & service conduits, conductors, switches, outlets and junction boxes. Install disconnects, lights, devices and electrical panels; install motors, motor control circuits, electrical systems in hazardous locations and transformers; install battery banks, battery chargers and switch gear; install intrusion alarm systems and grounding systems in all facilities, service batteries (lead acid, Nicad, Lead Calcium), perform periodic switch gear maintenance of relays and control switches; troubleshoot switch gear circuits, voltage regulators, and control switches; replace circuit components (instrument meters, voltage regulators, surge protectors, relays, control switches); troubleshoot motors, motor control circuits, across the line starters, reduce voltage starters (auto transformer, resister), reversing starters, and electrical systems in hazardous locations, battery banks and battery chargers. Inspect and maintain power conditioners; repair/replace electrical appliances in solar, general, and electronic facilities areas; troubleshoot battery banks, battery chargers, power conditioners. HVAC Controls - make checks and changes in DDC and building level controls; troubleshoot, maintain and repair all HVACR equipment; troubleshoot electronics and electronic/pneumatic equipment; troubleshoot variable frequency drives.
For each Sub-Contractor listed on the third sheet of 9.2.2, provide this Sub-Contractor Information form.

### Sub-Contractor

**Name:** Arden Engineering  
**Address:** 505 Narragansett Park Drive  
Pawtucket, RI 02861  
**Phone:** 401-727-3500  
**Facsimile:** 401-727-3540  
**Contact:** Ken Demers

**Service:** HVAC and Mechanical

Sub-Contractor will meet Insurance Requirements in 3.1.0?  Yes  No

**Job Description**

Vendor will be on call to provide support to the onsite team for the following services as needed:  
- HVAC Service - procentrifugal and absorption chillers, refrigeration and air conditioning, energy management, pneumatic controls, rooftop and heat pump units, boilers and pumps, refrigeration management, cooling towers and chemical treatment, computer room A/C units, testing, adjusting and balancing (NEBB certified) and indoor air quality.  
- Fire Suppression/protection - fire protection systems include wet and dry pipe sprinklers, deluge systems, pre-action systems, standpipe systems, fire pumps, foam systems as well as above ground water storage tanks and underground fire mains, National Fire Protection Association (NFPA) recommendations for annual maintenance and inspection, documentation for compliance with NFPA and insurance regulations.
For each Sub-Contractor listed on the third sheet of 9.2.2, provide this Sub-Contractor Information form.

**Sub-Contractor**

Name: AERO Mechanical  
Address: 10 Leah Street  
Providence, RI 02919  
Phone: 401-751-8880  
Facsimile: 401-751-7595  
Contact: Lisa Kerrigan

Service: HVAC and Mechanical

Sub-Contractor will meet Insurance Requirements in 3.1.0? Yes No

**Job Description**

Vendor will be on call to provide support to the onsite team for the following services as needed: HVAC Service - procentrifugal and absorption chillers, refrigeration and air conditioning, energy management, pneumatic controls, rooftop and heat pump units, boilers and pumps, refrigeration management, cooling towers and chemical treatment, computer room A/C units, testing, adjusting and balancing (NEBB certified) and indoor air quality. Plumbing - backflow testing and service, fabrication of any all piping, piping repair, any and all plumbing fixtures or fittings.
For each Sub-Contractor listed on the third sheet of 9.2.2, provide this Sub-Contractor Information form.

**Sub-Contractor**

- **Name:** Thyssen Krupp
- **Address:** 2305 Enterprise Drive  
  Westchester, IL 60154
- **Phone:** 224-210-9920  
  **Facsimile:** 224-210-9920
- **Contact:** Joseph Sepe

**Service:** Elevator Repair and Service

Sub-Contractor will meet Insurance Requirements in 3.1.0?  
Yes  
No

**Job Description**

Vendor will be the primary service provider to support the onsite team for the following all elevator services:  
All parts of the elevator including, but not limited to, machine, motors, generators, brushes, fuses, controller, selectors, worn gears, thrusts, bearing, brake magnet coils, or brake motors, brake shoes, windings, rotating element contacts, coils, resistance for operating motor circuits magnet frames, leveling devices, guide rails and supports, interlocks and contacts for car doors or gates, car door operation devices, car lights, push buttons, annunciators, indicators, hall lanterns, bulb replacements, hydraulic cylinder, plunger pumps, valves, and all other elevator signal scheduling and accessory equipment complete which is part of the elevator installation.  
A. Regular and systematic examinations including a minimum of one thorough inspection per month, adjustments, cleaning and lubrication. Elevator pits must be maintained in a clean and safe condition, minimizing odors from entering into the elevator car. All lubricants, cleaning materials, paint, cotton waste and other similar materials are to be supplied by the CONTRACTOR. All lubricants shall be of the proper grade for the purpose used.  
B. Supplying, repairing, cleaning and replacing of all parts of every description made necessary by wear and tear. The refinishing, repairs to and/or replacement of elevator car enclosures, hoistway enclosures, hoistway door panels, frames and replacement of fluorescent light tubes in elevator cars are excluded from the contract. Only parts that are correctly designed and suitable in all respects shall be used.  
C. Testing of all safety devices, governors, and similar devices, as required by the latest Local, state, and federal regulations.
PROVIDENCE SCHOOLS  RFP for FMS

9.2.3  Sub-Contractor Information.  Provider: ARAMARK Education

For each Sub-Contractor listed on the third sheet of 9.2.2, provide this Sub-Contractor Information form.

**Sub-Contractor**

Name: SimplexGrinnell  
Address: 296 Wampanoag Trail  
        East Providence, RI 02915  
Phone: 401-435-2650  
Facsimile: Same  
Contact: Jim Brangiforte

Service: Fire Suppression/Detection

Sub-Contractor will meet Insurance Requirements in 3.1.0? Yes

**Job Description**

In a job description format, describe the responsibilities and duties of sub-contractor.

Vendor will be the primary service provider for the following:

Fire System: Correct, timely inspection, maintenance and in-service testing of all fire apparatus including but not limited to extinguishers, panels, smoke detectors, pull stations, bells, klaxons, horns, strobe lights, voice alarms. All work will be done to comply with local, State and federal codes.
Achieving Excellence Together

METHODOLOGY

Organization Chart

Client
Providence School Department
City of Providence

ARAMARK National Resources

ARAMARK Regional Operations
• Technical Support Planning
• Quality Control
• Preventive Maintenance Planning
• Facility Assessment and Life Cycle Planning
• NE CHPS Energy Management

On-site Team
• Project Manager (1)
• Events Manager (1)
• Highly Skilled Supervisors (2)
  - HVAC/Electrical
  - Plumber/Carpenter
• Porter (1)

ARAMARK Local and Rhode Island Subcontractor Resources
Plus:
• Call Center
• HR
• Event Support
• Customer Service Desk

ARAMARK Operations and Technical Resources
• Electrical Systems
• Plumbing Systems
• Power Plant Systems
• HVAC Systems
• Mechanical Systems
• Direct Digital Controls
• Electrical & Pneumatic Controls
• Energy Management
• Utility Distribution Systems
• Project Management
• Life Safety Systems

• Chiller Plant Specialist
• Capital Project Management
• Building Commissioning
• Sustainable Services
• Design Review
• Marketing & Sales for Athletic Venue
• All Aspects of Event Management
• CMMS Systems
• Architectural
• Emergency Power
Transition Plan

To insure completion of transition, ARAMARK will measure each functional area of operations utilizing a start-up tracker. It will document progress in administration, CMMS data management and equipment information, fieldwork, and implementation of operational procedures, personnel development for all preventive maintenance and corrective maintenance tasks. Once activity is completed, it will be noted on the tracker. Progress will be measured daily by the site team and the implementation support to be sure all necessary tasks are complete by the start of the contract. The results will be shared with PPSD on a weekly basis or as required. At the end of the 30 day transition time, the results of the start-up will be delivered outlining all accomplishments. There will be no additional cost to PPSD for start-up activity.
### Program Implementation Chart - PREVENTATIVE MAINTENANCE

**PPSD - Nathan Bishop MS; Career & Technical Academy, Classical HS Athletic Field**

<table>
<thead>
<tr>
<th>ADMINISTRATIVE</th>
<th>Date</th>
<th>Start Transition on 1/3/09 and accelerate to complete by 1/3/09 with some ongoing initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete</td>
<td>Assigned Support Team Member</td>
<td><strong>PRE</strong></td>
</tr>
<tr>
<td>1. Identify District Contacts for Facility Data Information (Cost Centers, Departments, etc.)</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>2. Prepare Facility Information Sheets (Buildings, Addresses, Contacts, etc.)</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>3. Introduction and Program Overview with Start-up Team</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>4. Define Start-up Team “Chain of Responsibility”</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>5. Prioritize District Facilities for Program Implementation with Administrative Team</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>6. Obtain As-Built Electrical and Mechanical Drawings with Equipment Schedules</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>7. Prepare Equipment Indexing Workflows from Building Equipment Schedules</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>8. Distribute and Review Equipment Indexing Workflows with Start-up Team</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>9. Distribute and Review Equipment SCO List and Field Guide with Start-up Team</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>10. Develop a PM Work Order Flow Plan with Management Team</td>
<td>PM/PM</td>
<td></td>
</tr>
<tr>
<td>TIME DATA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Identify with District Facility Names and Descriptions (Enter/Input)</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>2. Identify with District Cost Center Numbers and Descriptions (Enter/Input)</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>3. Identify with District Department Names and Descriptions (Enter/Input)</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>4. Identify with District Shop Names and Descriptions (Enter/Input)</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>5. Identify Facility Employee Information with District (Enter/Input)</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>6. Verify Equipment System/Class/Object (SCO) Codes</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>7. Assign Equipment Asset Primary Schedule Months and Seasonal Shut-Down Periods</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>8. Verify and Verify for Accuracy Facility Equipment Asset Inventory</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>9. Schedule, Print and Review Annual Equipment PM Schedule</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>10. Review PM Balance Report and Adjust as Necessary</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>11. Print Current Month PM Work Orders (no Daily, Weekly or Monthly)</td>
<td>PM</td>
<td></td>
</tr>
<tr>
<td>FIELD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Introduction and Program Overview with Facility Staff</td>
<td>PM/IM</td>
<td></td>
</tr>
<tr>
<td>2. Inventory Equipment, ID-Tag and Document Data (filters, etc.)</td>
<td>Tech</td>
<td></td>
</tr>
<tr>
<td>3. Install Equipment Lubrication and Filter Raced Tags</td>
<td>Tech</td>
<td></td>
</tr>
<tr>
<td>4. Prepare Corrective Maintenance Discrepancy List</td>
<td>Tech</td>
<td></td>
</tr>
<tr>
<td>5. Prepare PM Program Materials, and Supply Requirements (filters, lubricants, tools, etc.)</td>
<td>Tech</td>
<td></td>
</tr>
<tr>
<td>IMPLEMENTATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Review Equipment Asset Inventory with Facility Staff and make necessary adjustments</td>
<td>PM/Tech</td>
<td></td>
</tr>
<tr>
<td>2. Review the Annual Equipment Asset PM Schedule (note frequency &amp; shutdown periods)</td>
<td>PM/Tech</td>
<td></td>
</tr>
<tr>
<td>3. Assign Current Month PM Work Orders</td>
<td>PM/Tech</td>
<td></td>
</tr>
</tbody>
</table>
 Following are the resumes of the members of ARAMARK's highly experienced transition team.
JON KADELA  
Director, Technical Services

Mr. Kadela has more than 22 years of experience in the HVAC industry ranging from design development to installation, commissioning, diagnostics, maintenance, and operation, and specializes in HVAC and controls systems diagnostics. On behalf of ARAMARK, Jon’s commissioning experience currently totals more than 3 million gross square feet and over $3 billion in project value.

Prior to joining ARAMARK, Jon served 10 years as the Facility Engineer at the Metropolitan Museum of Art, where he was responsible for diagnostics, operations, and maintenance of all chilled water, steam, heating hot water, air distribution, and control systems serving the critical gallery, art storage, office, laboratory, and conservation areas. Jon was also responsible for functional performance verification and final acceptance of all in-house and capital projects. His direct hands-on involvement and fundamental system understanding was a perfect fit for the ARAMARK commissioning philosophical approach.

Early in his career, Jon received his mechanical acoustics training while working as an application engineer in the air-conditioning department at Industrial Acoustics Company, Inc. in New York City. This experience on the inside at a manufacturer has proven invaluable in working with manufacturers to resolve various systemic and product application issues.

Mr. Kadela has spoken regionally and nationally for organizations such as American Society of Heating Refrigerating and Air-Conditioning Engineers (ASHRAE), Building Commissioning Association (BCA), and the Contractors Association of Greater New York (CAGNY).

EDUCATION:  
(B.S.) Mechanical Engineering – Manhattan College

ASSOCIATIONS:  
Building Commissioning Association (BCA)

Commissioning Project Manager Experience:
Albert Einstein College of Medicine – Ctr. for Genetics Translational Medicine – $230M, 201K GSF
Rutgers University – Zimmerli Art Museum HVAC Renovation – $6M
Cecil County Community College – Railroad St Annex – $20M, 150K GSF
The American Museum of Natural History – Chiller Plant Renovation – $5M
Vassar College – Kenyon Hall – $21M, 40K GSF
Vassar College – Center for Drama and Film – $25M, 70K GSF
The Westport Country Playhouse – $14.1M, 20K GSF
The Rubin Museum of Art – Gallery Complex – $50M, 70K GSF
The Museum of Modern Art Renovation and Expansion – $320M, 630K GSF
1400 Fifth Avenue – $30M, 250K GSF
NYSOMH – Creedmoor Building 40 Addition – $15M, 100K GSF
NYSOMH – Building 132, Middletown Psychiatric Center – $10M, 100K GSF
The Related Companies – One Carnegie Hill – $110M, 400K GSF
Virginia Wesleyan College – Residence Hall and Row Houses – $5M, 100K GSF
Metropolitan Museum of Art – Employees Cafeteria – $3M, 20K GSF

Commissioning Agent Experience:
Norwalk Hospital – Center for Diagnostic Imaging – $12M, 30K GSF
Baruch College – Academic Complex Site B – $150M, 1.1M GSF
Franklin and Marshall College – Roschel Performing Arts Center – $9M, 28K GSF
Immaculata College – Loyola Hall
Kings County Hospital
Oberlin College – Phyllis Litoff Building - $22M, 36K GSF
NYU Medical Center – Skirball Institute for Biomolecular Medicine
NYSOMH – Trinity Building, St. Lawrence Psychiatric Center – $20M, 232K GSF
NYSOMH – Central Plant, Pilgrim Psychiatric Center – $8.9M, 11K GSF
NYSOMH – Building 110, Manhattan Psychiatric Center
NYSOMH – Queens Children’s Psychiatric Center
NYSOMH – Buildings 1&4, Kingsboro Psychiatric Center
TIM SULLIVAN, P.E., CEM, GBE, LEED AP  
Senior Manager, Technical Services

Mr. Sullivan has accumulated 20 years of experience in the HVAC industry including design engineering, installation, programming, commissioning, project management, and service operations.

Prior to joining ARAMARK, Mr. Sullivan worked for 15 years in all facets of the operations side of both the installation and service group at The Trane Company in New York City where he was most recently the Engineering Manager for the Building Services (Controls) Group. Here, he was responsible for owner direct retrofits, upgrades, and managing and growing the service contract business. Mr. Sullivan was the project manager, responsible for the commissioning activities for The Trane Company’s Chiller installation at Kingsboro Psychiatric, Pilgrim Psychiatric, and Creedmoor Psychiatric Centers. In addition, Mr. Sullivan has worked extensively for the NYC Dept. of Education on new construction sites such as PS 244, IS 246, and Long Island City High School. Mr. Sullivan was the lead technical resource for several large clients, such as The Durst Organization, 1155 6th Ave., NYC, an Ice Storage Chiller Plant Project, New York School for the Deaf which consisted of a Campus LAN, Rooftop/VAV, and Split Systems, Interfacing with other Controls Vendors at New York University, The Mutual of America Building, 320 Park Avenue, NYC, which has a large Trane Bldg. Automation System, and was named BOMA Building of the Year, and the IBM TJ Watson Research Center Chiller Upgrade, Yorktown Heights., NY

Most recently, Mr. Sullivan has been involved in a retro-commissioning effort at the General Theological Seminary, a large Geothermal project that comprises 7 wells and 11 water to water heat pumps in New York City.

Over the years Mr. Sullivan’s strong HVAC controls skills and troubleshooting background have been a resource for contractors, and building operators. He has taught courses at The Trane Company’s Training Center in Long Island City, including the ‘Tracer Summit Users’ Group’, and the ‘AC Clinic’, as well as on-site training for owners and operators of Trane’s Building Automation Systems.

Mr. Sullivan received his Bachelor degree in Mechanical Engineering, with a minor in Computer Science from Manhattan College. Mr. Sullivan is also a licensed Professional Engineer in New York State, is certified as an Energy Manager (CEM), as well as a Green Building Engineer (GBE) by the Association of Energy Engineers, and is accredited as a LEED® Professional (AP) by the US Green Building Council.

EDUCATION:  
(B.S.) Mechanical Engineering – Manhattan College  
Minor in Computer Science

CERTIFICATION:  
Professional Engineer (NY)  
Certified Energy Manager (CEM)  
Certified Green Building Engineer (GBE)  
LEED Accredited Professional (LEED AP)

Commissioning Project Manager Experience:  
Albert Einstein College of Medicine – Center for Genetic & Translational Medicine – $230M, 201K GSF  
American Museum of Natural History – Chilled Water Plant (FY2006) – $20M, 350K GSF
Commissioning Agent Experience:
Kingsboro Psychiatric Center – Buildings 1 & 4
Sachem School District – Sachem East High School
Sachem School District – Sequoya Middle School
Teachers College – New Residence Hall
Queens Children’s Psychiatric Center – Projects 1 & 2
Providence College – Entire Campus (BMS network needs assessment)
Bronx Psychiatric Center – 350 White Plains Rd. Bronx, NY

Commissioning Agent Experience: (Design Review Only)
Creedmoor Psychiatric Center – Building 40 – $15M, 100K GSF
Mohawk Valley Psychiatric Center – OMH Secondary Production Site Phase III
Bard Graduate Center – 36 W 86th St. NYC – $5M, 15K GSF
PETER C. BROUILLETTE  
Senior Manager, Technical Services

Mr. Brouillette possesses over 35 years of experience in direct digital controls, HVAC systems, electronic and pneumatic controls, energy management systems, and building management systems. During this time period, he has gained extensive experience in design, troubleshooting, testing, system startup, estimating, service, maintenance and installation of all types of automated building controls and HVAC systems.

On behalf of ARAMARK, Mr. Brouillette has participated in the mechanical systems commissioning at the American Museum of Natural History for the Natural Sciences Building, the Ornithology upgrade and the new Rose Center for Earth and Space. The Rose Center is an ultra-modern building that mirrors its scientific content. The $210 million project, encompassing over 350,000 gross square feet which includes not only the redesign and reconstruction of the Hayden Planetarium, but also the repair and revitalization of the Museum’s entire north side. Mr. Brouillette was also involved with the commissioning of the Maine Medical Center, New York University’s Meyer Research Facility, Middlebury College’s Bicentennial Hall and Baylor University’s state-of-the-art Student Life Center.

Prior to joining ARAMARK, Mr. Brouillette owned his own commercial temperature control company for 18 years. He was personally responsible for design, installation, service and maintenance of electric, electronic, pneumatic and direct digital control (DDC) systems. His clients included many commercial, industrial and institutional entities in the Connecticut and Western Massachusetts regions. As such, Mr. Brouillette also has extensive experience in developing and implementing preventative maintenance programs for HVAC systems.

EDUCATION:  
Electrical – A.I. Prince Tech  
Controls Systems – Honeywell Training Center  
Advanced Automation – Honeywell Training Center  
Asnuntuck Community College  
Manchester Community College

CERTIFICATION:  
State of Connecticut – Heating/Cooling D-1 Contractor  
State of Connecticut – Electrical Contractor L-5  
State of Connecticut – Certified Electronic Technician V-1 Contractor  
EPA Certified – Refrigeration Technician, Universal

ASSOCIATIONS:  
ASHRAE  
United States Green Building Council (USGBC)  
Building Commissioning Association (BCA)

Commissioning Project Manager Experience:  
Smith College – Cogen Power Plant  
New Haven Public Schools – Cooperative Arts Magnet School – $17M, 140K GSF  
New Haven Public Schools – Beecher School – $40.3M, 91K GSF  
New Haven Public Schools – Trup Magnet Schools – $52M, 113K GSF  
New Haven Public Schools – John S. Martinez School – $11M, 110K GSF  
Massachusetts Institute of Technology – Dreyfus Chemistry Building – $40M, 132K GSF  
American Museum of Natural History – Rose Center for Earth & Space  
American Museum projects
Baylor University – Student Life Center – $18.4M, 156K GSF
Babson College – Center for Executive Education – $32M, 85K GSF
Tufts University – Sophia Gordon Residence Hall – $22M, 61K GSF
Greenwich Hospital – Retro-Commissioning
Middlebury College – New Library – $40M, 138K GSF
Rensselaer Polytechnic Institute – Center for Biotechnology – $80M, 218K GSF
Rensselaer Polytechnic Institute – Experimental Media Arts Building – $142M, 206K GSF
New York University – Meyer Research Facility – $10M, 26K GSF
Baylor University – McLane Student Life Center – $18.4M, 156K GSF
JOHN PIERSON  
Manager, Technical Services

Mr. Pierson possesses more than 30 years of experience in facilities operations, energy management, project management, building automation, HVAC, and building commissioning. Mr. Pierson is currently providing energy management and building commissioning services to K-12 and higher education clients throughout New England.

On behalf of ARAMARK, Mr. Pierson has also served as the Director of Engineering and Energy Services for the New Haven Public Schools. As Director he has developed and implemented the energy management plan for facilities operations throughout the school system which consists of approximately 4 million square feet with a student enrollment of over 22,000. His responsibilities included energy consumption and cost tracking of utility bills plus the analysis of all charges throughout the school system. He developed and implemented an energy management program to optimize performance of facilities designed under the High Performance School Design guidelines. Prior to this position, Mr. Pierson acted as the Director of Plant Operations and Maintenance for the New Haven Public Schools. In this position he led a team of six operations engineers, trades managers, and project managers. His responsibilities included the centralized contracting for operations items such as elevators, HVAC, electrical, fire detection/sprinkler systems, and energy management systems.

Prior to joining ARAMARK, Mr. Pierson acted as the Director of Facilities Operations at Durham Manufacturing Company. He was responsible for all operation, maintenance, energy management, and space planning of facilities and production of machine installation/repair for storage systems manufacturing operations. He was also responsible for HVAC, facilities trade, and machine repair groups that performed emergency, corrective, and preventative maintenance.

EDUCATION:  
University of New Haven  
Quinnipiac College

ASSOCIATIONS:  
Association of Energy Engineers (AEE)  
American Society of Heating Refrigeration Air Conditioning Engineers (ASHRAE)  
Building Owners & Managers Association (BOMA)  
Refrigeration Service Engineers Society (RSES)

Commissioning Agent Experience:
Providence College – Suites Hall – 115K GSF, $20M
New Haven Public Schools – Green High Performance – Co Op High School – 140K GSF, $17M
Berklee College of Music – 939 Boylston Street – 13,720 GSF, $9 Million

Energy Management Experience:  
Berklee College of Music
Providence College
Mr. Sutter has more than 20 years of experience in the implementation of energy efficiency programs for commercial, industrial and institutional clients. His expertise includes facility energy efficiency improvement, commodity risk management for purchase of electricity and natural gas in the deregulated markets, renewable energy, and cogeneration plant development.

On behalf of ARAMARK, Mr. Sutter is a Senior Manager in the New England region overseeing energy management programs at Babson College in Wellesley, Massachusetts and Berklee College of Music in Boston, Massachusetts. Overall, he is responsible for managing nearly $6 million per year in energy and water expenditures serving over 60 buildings and 2 million gross square feet of space on these two campuses. Mr. Sutter also manages and performs energy assessments and the development of comprehensive energy management programs for both ARAMARK Higher Education and K-12 clients in the New England region and throughout the country.

Prior to joining ARAMARK, Mr. Sutter spent several successful years in the energy services industry leading a team of engineers in developing energy efficiency performance contracting projects. His most recent success includes a $10 million efficiency improvement project at Bridgewater State College in Massachusetts as well as smaller projects for the Massachusetts Bay Transportation Authority, Bay State Hospital of Springfield, Massachusetts and various commercial and industrial customers such as Goodrich Aero-Structures and C&S Wholesale Grocers.

**EDUCATION:**
- (B.E.) Energy Engineering – Rochester Institute of Technology
- (M.E.) Energy Consulting – SUNY Buffalo
- (M.B.A) Boston College

**CERTIFICATION:**
- Professional Engineer (State of PA)
- Certified Energy Manager (CEM)

**ASSOCIATIONS:**
- ASHRAE
- Association of Energy Engineers

**Energy Management Experience:**
- Harvard University – Law School – Energy Audit Services & GHG Reduction
- Harvard University – Business School – Energy Audit Services & GHG Reduction
- Babson College – Energy Management Program Implementation
- Berklee College of Music – Energy Management Program Implementation & Support
- Elms College – Performance Contract Consulting Services
- Suffolk University – Energy Opportunity Survey

**Relevant Work with Previous Firms:**
- Bridgewater State College
- Massachusetts Bay Transportation Authority
- Bay State Hospital of Springfield
- Goodrich Aero-Structures
- C&S Wholesale Grocers
i. A Project Coordination description, in 500 words or less (one typewritten page), of the management positions/levels and personnel in your organization and in your client’s organization at which we can expect regular and meaningful business interaction to occur. Describe a typical agenda of such interaction.

As part of daily, weekly, and monthly activity, ARAMARK will interact with all levels of the PPSD community in the new spaces. The managers and the staff will actively engage all building users to best serve the various needs of the District. As an important part of the course of business, ARAMARK will establish regular interactions with four primary stakeholders: the PPSD facilities director, the principals of Nathan Bishop Middle School and the PCTA, and the director of athletics for the new field house and turf field.

While the ARAMARK team and the PPSD Facilities Director will have constant communication, the project manager will hold a joint review of work once a month. It will provide a review of the previous month’s activities, mark milestones, review performance, and set priorities for future activity. A monthly joint review deliverable will be submitted for review and approval documenting all activity.

The principals involved in the new spaces will also have constant communication with the ARAMARK team to ensure service delivery and to review events and school priorities. On a monthly basis, the project manager will hold a joint review with the principals. The review will focus on work completed and events in the building for the prior month and review the upcoming 30, 60, and 90 priorities. This will be documented with a deliverable as well, but focus more on the principals’ needs. With the high-profile nature of the activities taking place in these landmark spaces, a key outcome for the principals is the anticipation of activity that requires special resources, especially at the auditorium and field house.

The athletic spaces, classical turf field, and the field house will require a weekly meeting with the athletic director (and other key stakeholders) to ensure events coverage is appropriately supported. Many groups across the District will want to utilize the state-of-the-art athletic environment. These areas are scheduled 70 to 80 hours a week. Understanding the competing priorities and the various personalities involved in the use of that space will be critical to maximizing the use of the facilities. Smart scheduling of events will allow for proper cleaning and maintenance of the athletic facilities to ensure asset life is protected.

Finally, a key deliverable to PPSD is the documentation of all activity that supports NE CHPS accreditation. Utilizing the CMMS system to track all maintenance activity and benchmarking other data, ARAMARK will demonstrate that all of the areas of its responsibility support the high-performance goals of the District.
j. A description of Provider’s proposed Quality Control program, including performance measures and reporting Provider will use to monitor performance, to control processes, and to prevent operating and maintenance defects, in 500 words or less (one typewritten page).

As part of the transition activity, ARAMARK will do a complete evaluation of all MEP systems, building envelope, and general appearance of the new spaces to provide a baseline for operations. ARAMARK will utilize the TMA CMMS to verify all equipment and do a physical inspection of all equipment condition. Documentation of this activity will be provided to PPSD noting any deficiencies that exist prior to turnover.

Once operations commence, the ARAMARK Team will utilize a number of methods to monitor performance. The primary tool for tracking and reporting maintenance progress is the TMA CMMS. The following are all outcomes:

- All preventive, corrective, and directive work will be tracked
- Hours worked and all associated costs will be recorded
- Preventive work generated will be completed to manufacturer’s specification to insure optimal operational efficiency and all asset life expectancy
- Reporting will document the proper balance of corrective and preventive work

Along with asset preservation, insuring NE CHPS accreditation is a critical outcome. As part of executing the FMS responsibilities outlined in this proposal, ARAMARK operations will contribute to the NE CHPS accreditation especially in the areas of water use, energy consumption, indoor environment quality. ARAMARK will have responsibility for building systems that affect these pillars of High Performance spaces.

The other measure of quality is customer satisfaction. As part of it performance metrics, ARAMARK will conduct principal and building user satisfaction surveys. Stakeholders will be asked about timeliness of work completion, quality of work, communication between service provider and customer, and general customer service. As part of the transition effort, a base-line of customer expectation will be established to be followed by quarterly updates.
The purpose of the report is to communicate and measure the service delivery at your school. The current report summarizes the activities in: **November, 2009**

**Work Requests**

**Sample High School**

**Completions by Month**

<table>
<thead>
<tr>
<th></th>
<th>J</th>
<th>A</th>
<th>S</th>
<th>O</th>
<th>N</th>
<th>D</th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>42</td>
<td>31</td>
<td>73</td>
<td>159</td>
<td>79</td>
<td>69</td>
<td>77</td>
<td>59</td>
<td>52</td>
<td>61</td>
<td>91</td>
<td>67</td>
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<tr>
<td>2009</td>
<td>40</td>
<td>81</td>
<td>16</td>
<td>10</td>
<td>43</td>
<td></td>
<td></td>
<td></td>
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</table>

**Age of Open Work**

<table>
<thead>
<tr>
<th>Days</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>d &lt; 7</td>
<td>25</td>
</tr>
<tr>
<td>7 &lt; d &lt; 21</td>
<td>8</td>
</tr>
<tr>
<td>d &gt; 30</td>
<td>4</td>
</tr>
</tbody>
</table>

**Personnel**

**Staff (Average Inspection Scores)**

1) Staff 1 76
2) Staff 2 65
3) Staff 3 90
4) Staff 2 85
5) Staff 2 90

77% Inside 80% Outside

**Personnel Updates**

<table>
<thead>
<tr>
<th>Date</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Training**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/11</td>
<td>Energy Rev.</td>
</tr>
<tr>
<td>9/1</td>
<td>Lifting</td>
</tr>
<tr>
<td>11/14</td>
<td>Lock Out Tag</td>
</tr>
<tr>
<td></td>
<td>Out</td>
</tr>
</tbody>
</table>

**Operations**

**Operational Updates**

1) Replace window handles in 103, 105 and nurses office
2) Review recycling procedures and curbside pick-up
3) Replace stained ceiling tile in 212
4) 

**Priority List**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
<th>Due</th>
<th>Action Steps/Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Event Support Update</td>
<td>12/3</td>
<td>Project Mgr.</td>
</tr>
<tr>
<td>2</td>
<td>PM review</td>
<td>12/15</td>
<td>Tech Supervisors</td>
</tr>
<tr>
<td>3</td>
<td>Review grievances</td>
<td>12/2</td>
<td>Project Mgr.</td>
</tr>
</tbody>
</table>

As of: 11/6/2009
Dashboard for School Department Monthly Joint Review
Facilities Dashboard

Preventive & Corrective Completed Service Requests

- Preventive: 95.88%
- Corrective: 94.24%

* Red: 79 and Below, Yellow: 80-94, Green: 95-100

Graph showing Preventive and Corrective service request completions by month from Oct-08 to Sep-09.
k. A one-page Statement of Methodology on Provider’s approach to meeting the Scope of Work and the Specifications under this RFP, in 500 words or less (one typewritten page).

Quality control is a fundamental priority to every ARAMARK relationship. It starts with having the most qualified individuals serving in operating roles, continues by supporting the site operations with best-in-class technical support, and grows with training and development opportunities for everyone in the organization. Finally, ARAMARK will put part of its overall compensation at risk based on a third-party monitoring of overall service quality.

In order to ensure that the Nathan Bishop Middle School, the PCTA, and the turf field at Classical High School have the highest-quality operations, positions will be filled by individuals who possess the necessary qualifications. The proposed project manager has over 20 years of experience successfully managing energy and providing oversight to new building turnover and operation. The proposed events manager has the ability to engage the PPSD leadership and community in a way to ensure that all events run smoothly and effectively highlight the world-class facilities. The rest of the staff hired to operate the new spaces will possess the highest level of HVAC/mechanical skills to operate the spaces efficiently while protecting the significant investment the City of Providence has made in them.

To provide on-going support and oversight of the daily operations team, ARAMARK will utilize its Service Line Expert (SLE) Team and Regional Technical Resources to provide monitoring and support. The SLE Team has developed a Facilities Operating Standards Tool that measures every element of maintenance activities at its client sites. On a monthly basis, the on-site project manager will review operating standards with the SLE Team to ensure all activity conforms to all equipment specifications, all regulatory compliance, and all safety compliance. The project manager will also have access to the Regional Technical Services Team based in Madison, Connecticut. As part of the transition period, the Regional Technical Services Team will develop a support strategy to provide regular site visits to monitor compliance with the high-performance standards outlined by NE CHPS. Technical services will also be available on an as-needed basis should any issues develop that require additional expertise beyond the capabilities of the on-site managers and staff.

In addition to the ARAMARK performance monitoring, quality assurance will be incorporated into the current third-party monitoring of ARAMARK operations. A separate set of standards and metrics from the current operation will be developed with the third-party resource and PPSD. This will be monitored by the third-party consultant on a quarterly basis. If ARAMARK fails to achieve the agreed-upon metrics based on the consultant’s observations, PPSD can withhold up to $75,000 of ARAMARK’s overall compensation as a penalty.
Off-Site Staff Biographies

Steve Weiser, Regional Vice President

Steve Weiser brings more than 20 years of leadership, facilities planning, operations, and capital program and construction management experience to his role as Regional Vice President of Education—Northeast Region. In his prior role, Mr. Weiser as Vice President, Strategic and Technical Services, ARAMARK Facility Services (AFS) had overall administrative and product responsibility for all of ARAMARK’s technical and strategic facility planning services. These services include but are not limited to Capital Program Management, Energy Management, Building Commissioning and Diagnostics, Strategic and Analytical Services, and Operating Account Support. As such he is ultimately responsible for quality assurance and customer satisfaction for each of the clients served by the Strategic and Technical Services Group as well as recruiting and training of personnel, business planning and execution, and development of ARAMARK technical protocols and performance.

Steve received his B.S.M.E. degree in 1977 from Lafayette College and his M.B.A. in Financial Management in 1981 from Drexel University.

Scott Beer, Vice President of Operations

Scott Beer is currently Vice President of Operations, responsible for ARAMARK Education food and facilities relationships throughout New Jersey. Previously, Scott was a District Manager within ARAMARK Education for the past five years. Scott has over 16 years tenure with ARAMARK. He has also held positions as a technical services representative and start-up engineer for East Coast operations, as well as Director of Facility Services at multiple school District’s on behalf of ARAMARK.
Jennifer Smeriglio, Regional Human Resources Director

Jennifer Smeriglio is Human Resources Director supporting ARAMARK’s K-12 division in the Northeast Region. Jennifer has over 7 years of experience in recruitment, staffing, strategic planning; employee relations; union relations, including contract negotiations; training and development; performance effectiveness; and generalist human resources issues.

Jennifer joined ARAMARK in 1996 as an Assistant Food Service Director in Business Services. After a number of years working in Operations, Jennifer switched career paths and became a member of the FSS Staffing Team working as a Staffing Manager from October of 2000 through July of 2002 for ARAMARK’s Healthcare division. Following her experience as a Staffing Manager, Jennifer has held a number of Human Resources positions including the Senior Human Resources Manager for Campus Services at NYU and Regional Human Resources Manager for the East Region in the former School Support Services division. Throughout all of her assignments Jennifer has demonstrated a passion for her career and a drive for success that has served her and those around her very well.

Jennifer received her B.S. in Hotel, Restaurant Management from Pennsylvania State University and received her Master’s degree in Human Resources Development and Counseling from the University of Bridgeport.

Merrie Bernstein, Director of Business Development

In her role as Director of Business Development, Merrie is responsible for sales and marketing to new clients. She partners with our operating and support teams and plays an integral role in ensuring that client service expectations are met during the transition and throughout the relationship. Merrie joined ARAMARK Education in 2006 from the General Electric Company (GE) where she held a number of sales and marketing management positions of increasing responsibility since 1986, and brings more than 25 years of experience in sales and client development. Merrie was recognized this year for building education market leadership and received the Education Leadership Award. She is a certified Six Sigma Green Belt and in 1974 received her Bachelor of Arts in Education from the University of Maryland, College Park, Maryland.
I. Describe the experience and availability of your off-site staff (technical and management personnel in regional and corporate headquarters) and other resources for supervising and supporting the account. Your response should consider issues such as technical help in resolving operating and maintenance problems, and interim replacements for key vacant positions or absent personnel.

With the site team presented in this proposal, ARAMARK is confident in its ability to exceed performance expectations at PPSD. However, should any issues arise that require additional technical resources, personnel, or management oversight, there are several options ARAMARK will deploy.

ARAMARK will utilize its local vendors to supplement the hourly technical staff. Should an operational situation develop that requires expertise beyond the capabilities of the two technical supervisors or should they be occupied resolving other activity, any of our vendor partners will be called immediately to provide additional services. Should a vacancy develop in either or both of the technical trades persons, our vendor partners will be utilized until a replacement ARAMARK technician is found. This insures there will be no gap in coverage and no additional cost to PPSD.

Between other site operations in the New England region and the hub of Technical Services managers based in Madison, CT, ARAMARK possess expertise that has more experience commissioning and troubleshooting LEED and High Performance buildings than any other professional services provider. As part of this proposal, the Regional technical services and operations management team will have regular interaction and oversight with the onsite team. Should there be a situation that goes beyond the experience level of the onsite team, the Regional resources, already familiar with the new spaces, can be deployed immediately to assist. These additional resources can also provide coverage should there be a management opening or extended absence. As in the case with hourly personnel, there is no additional cost to PPSD.
Methodology

Corporate Culture

Currently, ARAMARK provides comprehensive facilities management services for the Providence Public Schools in 48 buildings (4.3 million gross square feet). As part of the current on-site team of 17 managers and 282 employees, ARAMARK’s general manager provides oversight and accountability for the scope of work as specified in our contract. The general manager is an individual with LEED AP certification. In addition to the on-site management team, ARAMARK provides regionally based resources and has an office in Madison, Connecticut, where over 125 technical services support employees including professional engineers, architects, and operational experts are based. Other regional resources include human resources, training and development, safety, and labor relations.

The on-site team would include the necessary resources to oversee service delivery and the comprehensive scope of work. The staff would be solely dedicated to the new buildings.

The management team would have access to all corporate and local resources required to successfully manage the scope of work as designed by the client. This synergy will provide an enhanced ability to provide support for events and special programs at all times. The team serving the new buildings will also be able to leverage relationships across Providence already developed by ARAMARK’s current on-site and regional personnel.

From a corporate perspective, the ARAMARK Regional Vice President will maintain a direct relationship with both the School Department and the City of Providence as well as with the on-site team. Maintaining this organizational structure will ensure that service delivery exceeds expectations, issues that arise receive immediate high-level attention, and that a strategic focus is kept on the client’s long-term objectives.

Communication between ARAMARK and the School Department will take place on a daily, weekly, and monthly basis. Day-to-day service needs requested for the new schools and athletic center will be channeled through the current Customer Service Center. The work will be prioritized and addressed by the staff dedicated to the new space. Communication back to service requestors will take place as work is completed to ensure customer satisfaction.
Weekly operational reviews will take place with the District and the City. These meetings will focus on all issues facing the operation. Events management will be a key focus of the weekly meeting to ensure events coverage is in place, marketing of events space is taking place, and interested parties are being solicited to reserve the space for future events and paid advertising opportunities.

On a monthly basis, a joint review of activities and priorities will take place with the District and the City. The goal of the monthly meetings will be to review the prior 30 days and prioritize the plan for the next 30-day period. ARAMARK will provide reports measuring productivity across all functional responsibilities as they relate to our mutually agreed upon key metrics.
Insert tab 3 & 4
PROVIDENCE SCHOOLS  RFP for FMS

9.3.2  Operating Costs.

Provider’s projected costs to manage, operate and maintain the Facilities, using the broad chart of accounts indicated, for each of the next three years. 2.

Per the addendum issued by the City, the prices noted in form 9.3.2 apply as follows: 2009 pricing is for year 1; 2010 pricing is for year 2, and 2011 is for year 3..

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operation &amp; Maintenance</td>
<td>$253,738</td>
<td>$316,350</td>
<td>$125,841</td>
<td>Year 2 includes additional $55K in supplies</td>
</tr>
<tr>
<td>Administration</td>
<td>$120,636</td>
<td>$124,255</td>
<td>$127,983</td>
<td></td>
</tr>
<tr>
<td>Field House Operations</td>
<td>$124,948</td>
<td>$128,696</td>
<td>$132,557</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>$499,322</td>
<td>$569,302</td>
<td>$586,381</td>
<td></td>
</tr>
</tbody>
</table>

Do not include utilities, real estate taxes, and property insurance.

9.3.3  Time and Material Rates

Provide a labor rate for each classification (job description in 9.2.3) of labor. For non-exempt positions provide any overtime rates. Also provide mark-up rates for materials and subcontracts. Provide all in a spreadsheet form by year for three years.

Per the addendum issued by the City, the prices noted in form 9.3.2. apply as follows:

2009 pricing is for year 1;
2010 pricing is for year 2; and
2011 pricing is for year 3.

<table>
<thead>
<tr>
<th>Type of Pay</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual</td>
<td>80,000.00</td>
<td>82,400.00</td>
<td>84,872.00</td>
</tr>
<tr>
<td>Events Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual</td>
<td>40,000.00</td>
<td>41,200.00</td>
<td>42,436.00</td>
</tr>
<tr>
<td>Master HVAC/Electrician</td>
<td>38.00</td>
<td>39.14</td>
<td>40.31</td>
</tr>
<tr>
<td>Master Plumber/Carpenter</td>
<td>38.00</td>
<td>39.14</td>
<td>40.31</td>
</tr>
<tr>
<td>Porter</td>
<td></td>
<td></td>
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<tr>
<td>Hourly</td>
<td>11.00</td>
<td>11.33</td>
<td>11.67</td>
</tr>
</tbody>
</table>

Material Mark Up | 0%   | 0%   | 0%

ARAMARK places $75,000 of its annual operating costs at risk tied to achieving program goals and requirements. ARAMARK proposes that the third party performance monitor already utilized in the District assess and monitor our performance in accordance with the existing facilities management contract.
9.3.4 Start up/Transition Fee

Provide a spreadsheet detailing any one-time costs associated with the Start up or Transition phase of this assignment (if any), to be born by PPSD.

There will not be any one-time or other costs charged to PPSD for the start-up or transition phase of this assignment.
Insert tab 5
MINORITY AND WOMEN'S BUSINESS ENTERPRISE PROGRAM

BIDDER INFORMATION AND FORMS:

Contracting Agency: Providence Public Schools
Contract Number: RFP RIS 2009-1
Contract Title: Request for Proposal for Facilities Management, Operations, and Maintenance Services

Pursuant to the City of Providence Code of Ordinances Chapter 21, Article II, §21-52 (Minority and Woman Business Enterprises) and Rhode Island General Laws (as amended), Chapter 37-14.1 et seq. (Minority Business Enterprise), Minority Business Enterprise (hereinafter referred to as “MBE”) and Women’s Business Enterprise (hereinafter referred to as “WBE”) participation goals apply to this contract.

$11,000
The MBE goal is ____ 10% of total bid

The WBE goal is ____ 10% of total bid

Bid Requirements:

Bid must include a commitment to utilize MBEs and WBEs at a percentage that equals or exceeds the contract goals stated above. Bidder must submit the following completed documents with the bid:

1. MBE and WBE participation Disclosure Forms (Part B1 and Part B2)
2. Statement of Intent Forms (Part C)
3. MBE/WBE Participation Affidavit (Part D)
4. MBE/WBE Participation Waiver Request form (Part E) & Information on unsuccessful MBE/WBE contract, if applicable.
5. Subcontractor utilization form (Part F), if applicable.

Verifying Certification:

Each bidder is responsible for verifying that all MBEs and WBEs that the bidder intends to use on a contract are certified by the Minority Business Enterprise Compliance office. A directory of certified MBEs & WBEs is available online at www.mbe.ri.gov (click “Directory Search”). For questions, please call (401) 421-7740 Ext. 397. The current MBE/WBE directory is also available at the State of RI MBE office, One Capitol Hill, 2nd Floor, Providence, RI 02903. Please call (401) 574-8253 to verify certification, expiration dates and services that the MBE or WBE is certified to provide.

NOTE:
Companies identified as Portuguese are not included in the City of Providence’s MBE/WBE Program.

Revised as of May 24, 2007
MINORITY AND WOMEN'S BUSINESS ENTERPRISE PROGRAMS

MBE AND WBE PARTICIPATION REQUIRED FORMS

Name of Bidder: ARAMARK Management Services, L.P.
Address: 1101 Market Street, Philadelphia, PA 10107
Phone Number(s): 215-238-3000
Contracting Agency: Providence Public School District
Contract (Project Title): RFP RIS2009-1

Bid Due Date: 11/9/2009
Goals: MBE 10% WBE 0%

THIS PACKAGE OF MBE AND WBE PARTICIPATION FORMS IS DUE WITH THE BID.
FOR MORE INFORMATION OR ASSISTANCE WITH THESE FORMS, CONTACT:

Olayinka Y. Oredugba, Esq.
MBE/WBE Compliance Officer
Human Resources Department
Room 401
25 Dorrance Street
Providence, Rhode Island 02903
(401) 421-7740 Ext. 250
(401) 272-0867 Fax
ooredugba@providenceaj.com

Kehinde O. Adegke
MBE/WBE Coordinator
MBE-WBE Office, Room 108
25 Dorrance Street
Providence, Rhode Island 02903
(401) 421-7740 Ext. 387
(401) 272-0867 Fax
kadegke@providenceri.com
Part B1:

**MBE PARTICIPATION DISCLOSURE FORM**

Use this form to list Minority Business Enterprises that you will use to meet the MBE Participation Goal. Please be reminded that:

The same Subcontractor may **not** be used to meet both the MBE and WBE goals.

Prime Contractor's Name: ARAMARK Management Services, L.P.
Prime Contractor's Address: 1101 Market Street, Philadelphia, PA 19107

Prime Contractor's Phone Number(s): 215-238-3000
Contract Number & Title: 

<table>
<thead>
<tr>
<th>MBE SUBCONTRACTORS</th>
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<tbody>
<tr>
<td>Name:</td>
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<tr>
<td>Maral Sales and Paper Company</td>
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Total Dollar Amount of Contract $11,000

Total Dollar Amount of MBE Subcontracts $11,000

**TOTAL MBE PERCENTAGE OF ENTIRE CONTRACT** 10%

Form Prepared by:

Jeff Gilliam, Vice President 215-238-3000 11/6/2009
Name & Title Phone Date

**Note:** Bidders who fail to supply the above information will be considered Non-Responsive.
There are no WBE providers listed offering services or supplies

Part B2: Required for this contract. Should one be certified in the future we will partner with them.

WBE PARTICIPATION DISCLOSURE FORM

Use this form to list Minority Business Enterprises that you will use to meet the WBE Participation Goal. Please be reminded that:

The same Subcontractor may *not* be used to meet both the MBE and WBE goals.

Prime Contractor’s Name: _____
Prime Contractor’s Address: _____
Prime Contractor’s Phone Number(s):
Contract Number & Title: _____

<table>
<thead>
<tr>
<th>Name:</th>
<th>Project Vendor Number</th>
<th>Expiration Date</th>
<th>$Amount of Subcontract</th>
<th>% of Total Contract</th>
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Total Dollar Amount of Contract $_____
Total Dollar Amount of WBE Subcontracts $_____
TOTAL WBE PERCENTAGE OF ENTIRE CONTRACT _____%

Form Prepared by:

Name & Title Phone Date

Note: Bidders who fail to supply the above information will be considered Non-Responsive.
Part C:

MBE/WBE AND PRIME CONTRACTOR'S STATEMENT OF INTENT

Complete a separate Form for each MBE and WBE identified in Part B.

Contract Name and Number: RFP RIS2009-1
Name of Prime Contractor: ARAMARK Management Services, L.P.
Prime Contractor's Phone Number(s): 215-238-3000
Name of MBE or WBE: Maral Sales and Paper Company
MBE or WBE Certification Number: 424990
Work / Service to be performed by MBE or WBE (eg. Carpentry and Painting): None
Materials / Supplies to be furnished by MBE or WBE: Supply paper, plastics, and janitorial supplies
Subcontract Amount: $11,000
Subcontract percentage of total contract: 10%

The undersigned prime contractor and subcontractor agree to enter into a contract for the work/service indicated above for the dollar amount or percentage indicated, subject to the prime contractor's execution of a contract with the City of Providence for the above referenced contract number. The undersigned subcontractor is currently certified as an MBE or WBE with the City of Providence Minority and Women's Business Opportunity Office.

Jeff Gilliam 11/6/2009

Printed Name Date

Signature of Prime Contractor (Required)

Printed Name Date

Signature of MBE or WBE (Required)

Printed Name Date
Part D:

MBE/WBE PARTICIPATION AFFIDAVIT

The undersigned authorized representative of contractor does hereby make the following Affidavit:
Contractor acknowledges the MBE goal of X 10% and the WBE goal of ___ 10% for contract No./Title ____ with the City of Providence.

My firm will make best efforts to achieve the MBE and WBE participation goals for this contract. I understand that, if awarded the contract, my company must submit to the Minority and Women's Business Coordinator at MBE/WBE office copies of all executed agreements with the MBE & WBE firm being utilized to achieve the participation goals and other requirements of the RI General Laws. I understand that these documents must be submitted prior to the issuance of a notice to proceed.
I understand that, if awarded the contract, my firm must submit to the MBE/WBE Office canceled checks and any other documentation and reports required by the MBE and WBE Office on a quarterly basis verifying payments to the MBE and WBE finally utilized on the contract.
I understand that if I am awarded this contract and I find that I am unable to utilize the MBEs or WBEs identified in my statements of Intent, I must substitute other certified MBE and WBE firms to meet the participation goals. I understand that I may not make a substitution until I have obtained the written approval of the MBE/WBE Office.
I understand that, if awarded this contract, authorized representatives of the City of Providence may examine, from time to time, the books records and files of my firm to the extent that such material is relevant to a determination of whether my firm is complying with the MBE and WBE participation requirements of this contract.
I do solemnly declare and affirm under the penalty of perjury that the contents of the foregoing affidavit are true and correct to the best of my knowledge, information and belief.

ARAMARK Management Services, L.P.                             ____________________________
Contractor Company Name                                           Signature
1101 Market Street
Philadelphia, PA 19107

Address
Print Name and Title
Jeff Gilliam, Vice President

Sworn and subscribed before me this ___ day of November, in the year 2009

Notary Public

COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Matti B. Wilson, Notary Public
City of Philadelphia, Philadelphia County
Member, Pennsylvania Association of Notaries

Revised as of May 24, 2007