



CITY OF NOVI CITY COUNCIL JUNE 2, 2025

SUBJECT: Approval of resolution to authorize Budget Amendment #2025-5

SUBMITTING DEPARTMENT: Finance

KEY HIGHLIGHTS:

- Increase to General Fund fund balance of \$347,000
- Net zero impact Parks and Rec, Forfeiture, Water and Sewer and Self Insurance Health Care funds fund balances.
- Library Board approved budget amendments
- CDBG amendment to increase fund balance for prior years deferred revenue.

BACKGROUND INFORMATION:

The City's annual budget is adopted by the third Monday in May each year and is effective July 1st each year. In accordance with the State Budget Act, budget amendments are to be completed throughout the fiscal year to reflect the most current information available related to revenue and expenditure budgets. Budget amendments that have a positive or negative impact on fund balance or change the function total are prepared for Council approval. Amendments between line-items within the same budget function (that do not have any impact on fund balance) are managed at the administration level. Historically the administration has presented quarterly budget amendments, but several contracts have been awarded or will be awarded for projects that were not part of the adopted budgets to date.

The proposed budget amendment resolution and budget amendment details are attached for the projects/initiatives as follows:

GENERAL FUND 101

The proposed budget amendment reflects an increase to fund balance from recurring operating interest income of \$347,000. Total revenues are proposed to increase \$23,530 in state grants to offset the increase in expenses by \$23,530 for the purchase of an electric gator. The purchase of the gator is below the City's \$25,000 purchasing policy and therefore, did not go before the Council for approval. The City received \$126,900 of EECBG Equipment Rebate grant funds which application for the grant was previously approved by council. See green highlighted lines on attached detail. Total operating interest income increases \$378,460 based on a conservative request during

the initial budget process in the prior year. **All other amounts being amended are only moving budgeted costs between departments.**

The budget amendment shifts insurance savings from one department to cover insurance overages in another. See the orange highlighted lines.

City Council approved a new janitorial contract on November 12, 2024. It was determined that the original janitorial services were not consistently meeting the needs of the City and the City concluded to terminate their services and contract with GDI Integrated Facility Services at an estimated increase in cost of \$28,000 annually. The motion sheet on November 12, 2024, stated "The current year-to-date interest income is higher than expected, and the additional income will be available to cover the additional janitorial costs; this will be reflected in the 2nd quarterly budget amendment." The budget amendment was pushed back to the 3rd quarter using interest income, as stated on the November 12th motion sheet, to cover the additional cost of the contract. See grey highlighted rows.

On February 10, 2025, the council approved the use of the Economic Development Department to fund the purchase of rifle vest plates for the Police Department. In addition, the Economic Development Department savings are being used to fund the Historical Commission purchase of a microfiche reader. See blue highlighted rows.

The amendment also moves the current budget in the General Fund for a contribution to the Forfeiture Fund for vehicle purchases from a "transfers out" account to an "operating" expenditure account. This change is a mandated change from the federal government (change in the Forfeiture Fund as well). Since COVID, the federal forfeiture funds have been slow to come into the City; therefore, the funds are not available to purchase budgeted vehicles requiring the General Fund to make up any difference. See yellow highlighted rows.

The remaining pink highlighted rows are moving budgeted savings in some departments to cover known overages year to date in other departments.

PARKS, RECREATION AND CULTURAL SERVICES FUND 208

The amendment proposes increasing program revenues and expenses for year-to-date actuals. The parks staff estimated revenue and expenses based on estimated enrollment in programs. The programs can have more or less depending on the season.

FORFEITURE FUND 262

As stated above, the budgeted "transfer in" to the forfeiture fund from the General Fund is required to be moved from the transfers revenue account to an operating account for the expenditures being covered by to the General Fund.

LIBRARY FUND 271 AND LIBRARY CONTRIBUTION FUND 272

The amendment reflects the Library Board approved budget amendments.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND 274

The proposed increase to revenue adjusts revenue from the prior year deferred revenue (following governmental accounting rules). The amendment eliminates the deficit reported in the 6/30/24 audit due to the timing of the grant reimbursement.

WATER AND SEWER FUND 592

The increase in revenue and expenses (net zero) covers an insurance claim reimbursement and corresponding expenses to fix the damage.

SELF INSURANCE – HEALTH CARE FUND 677

The Self Insurance Health Care Fund tracks health insurance claims through a HAP administered plan. Individual funds area charged premium based insurance rates called "illustrative rates" to cover actual claims and administrative costs along with creating a reserve for possible significant future claims. Beginning January 1, 2025, the city's high-deductible plan was moved from Priority Health to HAP as well. The additional plan moving to the self-insured heath care fund required an amendment for the additional expenses and revenues related to that move.

RECOMMENDED ACTION: Approval of resolution to authorize Budget Amendment #2025-5.

RESOLUTION

NOW, THEREFORE BE IT RESOLVED that the following
Budget Amendment# 2025-5 is authorized:

	INCREASE (DECREASE)
GENERAL FUND	
REVENUES	
Interest Income	\$ 378,460
State Sources	23,530
Licenses, Permits, and Charges for Services	(3,460)
TOTAL REVENUES	\$ 398,530
APPROPRIATIONS	
City Manager	
Personnel Services	\$ (10,500)
Other Services and Charges	(14,872)
Finance Department	
Personnel Services	(35,000)
City Clerk	
Personnel Services	(30,000)
Other Services and Charges	(30,000)
Assessing Department	
Personnel Services	13,788
Integrated Solutions - Facility Management	
Other Services and Charges	28,000
Integrated Solutions - FM: Parks Maintenance	
Capital Outlay	23,530
City Attorney, Insurance, & Claims Department	
Other Services and Charges	(37,100)
Police Department	
Capital Outlay	197,690
Fire Department	
Personnel Services	158,572
Other Services and Charges	-
Economic Development	
Personnel Services	(29,084)
Supplies	(4,000)
Other Services and Charges	(39,794)
Novi Youth Assistance	
Personnel Services	(1,600)
Other Services and Charges	(200)
Supplies	(1,500)
Historical Commission	
Other Services and Charges	13,600
Transfers to Other Funds	
Transfers Out	(150,000)
TOTAL APPROPRIATIONS	\$ 51,530
Net Increase (Decrease) to Fund Balance	\$ 347,000
Ending Fund Balance	
Fund Balance as a % of total annual expenditures	\$12,829,502
	30%

**INCREASE
(DECREASE)**

PARKS, RECREATION, & CULTURAL SERVICES FUND

REVENUES

Program Revenue	\$	76,000
Older Adult Program Revenue		20,000
TOTAL REVENUES	\$	96,000

APPROPRIATIONS

756 Program Expenditures	\$	96,000
TOTAL APPROPRIATIONS	\$	96,000

Net Increase (Decrease) to Fund Balance	\$	-
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Ending Fund Balance		\$911,682
Fund Balance as a % of total annual expenditures		24%

FORFEITURE FUND

REVENUES

Transfers In	\$	(150,000)
TOTAL REVENUES	\$	(150,000)

APPROPRIATIONS

Capital Outlay		(150,000)
TOTAL APPROPRIATIONS	\$	(150,000)

Net Increase (Decrease) to Fund Balance	\$	-
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LIBRARY FUND

REVENUES

Property tax revenue	\$	25,890
State sources		21,226
Interest Income		66,172
Other Revenue		3,950
Donations		4,450
TOTAL REVENUES	\$	121,688

APPROPRIATIONS

Personnel Services	\$	7,205
Supplies		(14,600)
Other Services and Charges		11,291
TOTAL APPROPRIATIONS	\$	3,896

Net Increase (Decrease) to Fund Balance	\$	117,792
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**INCREASE
(DECREASE)**

LIBRARY CONTRIBUTION FUND		
REVENUES		
Donations	\$	22,985
Interest Income		17,048
TOTAL REVENUES	\$	40,033
APPROPRIATIONS		
Supplies	\$	17,817
Capital Outlay		(73,550)
TOTAL APPROPRIATIONS	\$	(55,733)
Net Increase (Decrease) to Fund Balance	\$	95,766
COMMUNITY DEVELOPMENT BLOCK GRANT FUND		
REVENUES		
Federal Grants		26,281
TOTAL REVENUES	\$	26,281
Net Increase (Decrease) to Fund Balance	\$	26,281
WATER AND SEWER		
REVENUES		
Other Revenue	\$	30,390
TOTAL REVENUES	\$	30,390
APPROPRIATIONS		
Other Services and charges	\$	30,390
TOTAL APPROPRIATIONS	\$	30,390
Net Increase (Decrease) to Fund Balance	\$	-
SELF INSURANCE - HEALTH CARE FUND		
REVENUES		
Other Revenue	\$	10,000
Licenses, permits, charges for services		610,000
TOTAL REVENUES	\$	620,000
APPROPRIATIONS		
Personnel services	\$	620,000
TOTAL APPROPRIATIONS	\$	620,000
Net Increase (Decrease) to Fund Balance	\$	-

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the City Council of the City of Novi at a regular meeting held on May 19, 2025

Cortney Hanson
City Clerk

GL #	Project/Item Description	Budget Category	Amount
General Fund 101			
Revenues			
101-000.00-632.350	Fire Station #5 Lease	Licenses, permits & charges for services	(3,460)
101-000.00-665.000	Interest in investments	Interest income	28,000
101-000.00-665.000	Interest in investments	Interest income	347,000
101-000.00-665.015	Medstar interest rental income	Interest income	3,460
101-000.00-540.100	EECBG CEMS State Revenue Grant	State grants	23,530
			<u>\$ 398,530</u>
Expenditures			
101-172.00-956.200	City wide training and workshops	Other services and charges	(6,322)
101-172.00-705.000	Temporary salaries	Personnel services	(3,500)
101-172.00-716.000	Insurance	Personnel services	(7,000)
101-301.00-986.057	Rifle Vest Plates	Capital Outlay	47,690
101-728.00-705.000	Temporary salaries	Personnel services	(24,960)
101-728.00-715.000	Social security	Personnel services	(3,944)
101-728.00-717.000	Workers compensation	Personnel services	(180)
101-728.00-740.000	Operating supplies	Supplies	(3,000)
101-728.00-740.020	Supplies-Internal Events	Supplies	(1,000)
101-728.00-809.000	Memberships and dues	Other services and charges	(15,300)
101-728.00-816.000	Professional services	Other services and charges	(1,000)
101-728.00-850.000	Internal technology	Other services and charges	(11,494)
101-728.00-956.000	Conferences and workshops	Other services and charges	(12,000)
101-265.00-814.200	Janitorial contracts	Other services and charges	28,000
101-265.10-982.081	Electric Gator	Capital outlay	23,530
101-172.00-816.017	Executive coaching	Other services and charges	(8,550)
101-191.00-719.000	Unemployment insurance	Personnel services	(35,000)
101-215.00-705.315	Election workers	Other services and charges	(30,000)
101-215.00-716.000	Insurance	Personnel services	(30,000)
101-228.00-816.042	Professional Services - Network	Other services and charges	(59,658)
101-257.00-704.250	Final Payout	Personnel services	11,588
101-266.00-971.000	Land acquisition	Other services and charges	(35,000)
101-266.00-820.000	Property and liability insurance	Other services and charges	(2,100)
101-301.00-983.262	Vehicles - Forfeiture Contra	Capital Outlay	150,000
101-336.00-705.350	Auxiliary Firefighters	Personnel services	108,572
101-336.00-716.000	Insurance	Personnel services	37,000
101-336.00-706.000	Overtime - Fire	Personnel services	13,000
101-773.00-705.000	Temporary salaries	Personnel services	(1,600)
101-773.00-728.000	Postage	Other services and charges	(200)
101-773.00-740.000	Operating supplies	Supplies	(1,500)
101-257.00-704.250	Final Payout	Personnel services	2,200
101-803.00-880.400	Historical commission	Other services and charges	13,600
101-905.00-991.228	Principal - SBITA Exp	Debt Service	55,132
101-905.00-995.228	Interest SBITA Exp	Debt Service	4,526
101-966.00-995.262	Transfer to Forfeiture Fund	Transfers Out	(150,000)
			<u>\$ 51,530</u>
Net Increase (decrease) to fund balance			\$ 347,000
Ending Fund Balance		\$12,829,502	
Fund Balance as a % of total annual expenditures		30%	

Parks, Recreation, and Cultural Services Fund 208			
Revenues			
208-000.00-653.020	Sportsfield Rentals	Program Revenue	\$ 18,000
208-000.00-653.629	Cultural Arts Camp	Program Revenue	12,000
208-000.00-653.512	Camp Lakeshore	Program Revenue	30,000
208-000.00-653.642	Dance Programs	Program Revenue	16,000
208-000.00-653.567	Older Adult Fitness	Older Adult Program Revenue	20,000
			<u>\$ 96,000</u>
Expenditures			
208-756.00-705.208	Parks Building Attendee	PRCS Administration	\$ 25,000
208-756.00-960.010	Youth Soccer League	Program Expenditures	25,000
208-756.00-960.322	Pickleball Leagues	Program Expenditures	2,000
208-756.00-960.509	Sports Camps	Program Expenditures	30,000
208-756.00-960.642	Dance Programs	Program Expenditures	5,000
208-756.00-960.643	Theater Programs	Program Expenditures	9,000
			<u>\$ 96,000</u>
Net Increase (decrease) to fund balance			\$ -
Ending Fund Balance		\$911,682	
Fund Balance as a % of total annual expenditures		24%	

Forfeiture Fund 262			
Revenues			
262-000.00-699.101	Transfer From General Fund	Transfer in	\$ (150,000)
			<u>\$ (150,000)</u>
Expenditures			
262-302.00-983.001	Vehicles - Contra	Capital outlay	\$ (150,000)
			<u>\$ (150,000)</u>
Net Increase (decrease) to fund balance			\$ -

GL #	Project/Item Description	Budget Category	Amount
Library Fund 271			
Revenues			
271-000.00-402.000	Tax Revenue - Current Levy	Property taxes	\$ 7,171
271-000.00-404.003	Tax Revenue - Brownfield B1	Property taxes	4
271-000.00-404.007	Tax Revenue - Brownfield B3 17	Property taxes	4,758
271-000.00-404.008	Tax Revenue - CIA Cap 2018	Property taxes	5,332
271-000.00-404.009	Tax Revenue - Brownfield B4 21	Property taxes	(36)
271-000.00-404.001	Tax Revenue - Brownfield B4X	Property taxes	64
271-000.00-412.000	Tax Revenue - C/Y Del PPT	Property taxes	8,000
271-000.00-414.000	Tax Revenue - Tax Tribunal Accr	Property taxes	1,000
271-000.00-415.000	Tax Revenue - Cnty Chargebk	Property taxes	(403)
271-000.00-567.000	State Aid	State sources	10,000
271-000.00-658.000	State penal fines	State sources	11,226
271-000.00-665.000	Interest on Investments	Interest income	56,000
271-000.00-669.500	Unrealized gain(loss) invest	Interest income	10,172
271-000.00-674.289	Adult Programming	Donations	8,450
271-000.00-674.400	Gifts and donations	Donations	(4,000)
271-000.00-675.000	Miscellaneous income	Other revenue	(6,000)
271-000.00-675.006	Car Charging	Other revenue	(50)
271-000.00-675.100	Copier	Other revenue	7,500
271-000.00-675.300	Meeting Room	Other revenue	2,500
			\$ 121,688
Expenditures			
271-000.00-704.000	Permanent Salaries	Personnel Services	\$ 29,405
271-000.00-705.000	Temporary Salaries	Personnel Services	(23,000)
271-000.00-706.000	Overtime	Personnel Services	500
271-000.00-716.000	Insurance	Personnel Services	5,000
271-000.00-716.200	HSA - Employer Contribution	Personnel Services	(1,900)
271-000.00-716.999	Ins. Employee Reimbursement	Personnel Services	(1,800)
271-000.00-719.000	Unemployment Ins	Personnel Services	(1,000)
271-000.00-726.400	Supplies - Cash Over/Under	Supplies	100
271-000.00-727.000	Office supplies	Supplies	(6,000)
271-000.00-728.000	Postage	Supplies	(3,000)
271-000.00-740.000	Operating supplies	Supplies	(6,800)
271-000.00-741.000	Supplies-Uniforms	Supplies	1,500
271-000.00-742.100	Book Fines	Supplies	(400)
271-000.00-802.000	Data Processing - OnBase	Other Charges and Services	300
271-000.00-802.100	Bank Service Charges	Other Charges and Services	(3,500)
271-000.00-803.000	Independent Audit	Other Charges and Services	(178)
271-000.00-806.000	Legal Fees	Other Charges and Services	(4,500)
271-000.00-817.000	Custodial Services	Other Charges and Services	8,000
271-000.00-818.000	TLN Central Services	Other Charges and Services	(5)
271-000.00-820.000	Property & Liability Insurance	Other Charges and Services	(1,126)
271-000.00-851.000	Telephone	Other Charges and Services	2,000
271-000.00-862.000	Mileage	Other Charges and Services	900
271-000.00-882.200	Employee Assistance Program	Other Charges and Services	1,000
271-000.00-900.000	Print, Graphic Design, Publish	Other Charges and Services	(7,000)
271-000.00-923.000	Water and Sewer	Other Charges and Services	300
271-000.00-934.000	Building Maintenance	Other Charges and Services	15,100
			\$ 3,896
Net Increase (decrease) to fund balance			\$ 117,792
Library Contribution Fund 272			
Revenues			
272-000.00-669.500	Unrealized gain (loss) Investments	Interest income	\$ 17,048
272-000.00-674.036	Diversity, Equity & Inclusion	Donations	(500)
272-000.00-674.046	Makerspace (iCube) Rev	Donations	2,610
272-000.00-674.229	Raising a Reader Sponsors	Donations	(1,000)
272-000.00-674.230	Collections/Materials Rev	Donations	4,018
272-000.00-674.231	Buildings/Ground/Furniture Rev	Donations	3,068
272-000.00-674.232	Programming Revenue	Donations	10,589
272-000.00-674.233	Technology Library Rev	Donations	(1,000)
272-000.00-674.234	Undesignated Misc. Donations	Donations	(1,000)
272-000.00-674.235	Marketing Sponsorships	Donations	6,200
			\$ 40,033
Expenditures			
272-000.00-742.036	Diversity, Equity & Inclusion	Supplies	\$ (400)
272-000.00-742.046	Makerspace (iCube)	Supplies	3,610
272-000.00-742.230	Collections/Materials	Supplies	4,018
272-000.00-742.232	Programming Expenditures	Supplies	10,589
272-000.00-976.000	Bldg. Improvements/Furniture	Capital Outlay	18,300
272-000.00-976.140	Automated Return System (AST)	Capital Outlay	(86,850)
272-000.00-976.141	Main Entrance /Parking Lot	Capital Outlay	(20,000)
272-000.00-976.143	WiFi Upgrade; Firewall	Capital Outlay	15,000
			\$ (55,733)
Net Increase (decrease) to fund balance			\$ 95,766

<u>GL #</u>	<u>Project/Item Description</u>	<u>Budget Category</u>	<u>Amount</u>
Community Development Block Grant (CDBG) 274			
<u>Revenues</u>			
274-000.00-522.100	HCD Program reimbursements	Federal grants	\$ 26,281
			<u>\$ 26,281</u>
Net Increase (decrease) to fund balance			\$ 26,281
Water & Sewer Fund 592			
<u>Revenues</u>			
592-000.00-676.100	Insurance Reimbursement	Other revenue	\$ 30,390
			<u>\$ 30,390</u>
<u>Expenditures</u>			
592-536.00-820.001	Insurance deductibles	Other Charges and Services	\$ 30,390
			<u>\$ 30,390</u>
Net Increase (decrease) to fund balance			\$ -
Self Insurance - Health Care Fund 677			
<u>Revenues</u>			
677-000.00-676.677	Reimbursement - Stop Loss	Other revenue	\$ 10,000
677-000.00-613.000	Charges for services	Licenses, permits, charges for services	610,000
			<u>\$ 620,000</u>
<u>Expenditures</u>			
677-677.00-716.002	Health Insurance Claims	Personnel services	620,000
			<u>\$ 620,000</u>
Net Increase (decrease) to fund balance			-



CITY OF NOVI CITY COUNCIL
FEBRUARY 10, 2025

SUBJECT: Approval to purchase 134 rifles plates for the Novi Police Department from On Duty Gear, LLC., through an existing cooperative purchase agreement with North Carolina Sheriff's Association Fire Responder Supplies and Equipment Procurement Program (Contract #NCSA 25-02-0521) in the amount of \$47,690 and amend the budget.

SUBMITTING DEPARTMENT: Public Safety

KEY HIGHLIGHTS:

- In 2023 the Novi Police Department transitioned to a load bearing external vest system.
- The Novi Police Department currently supplies its officers with critical response vests that have a ballistic rating for rifle rounds. These critical response vests are only worn when an officer expects an increase likelihood that they will be shot and not during routine operations.
- Directive 740 mandates that officers "shall" wear these vests during certain high-risk situations. This has created a situation where officers are forced to wear a critical response vest over their external vest during certain incidents creating multiple safety and operational problems.
- Current situation causes loss of less lethal force options, loss of evidence as body cameras are blocked, loss of communication equipment as well as other additional problems.
- Amend the General Fund budget to move \$47,690 from the vacancy savings in the Economic Development department (101-728.00-705.000) to cover the cost of the rifle vest plates in the Police Department (101-301.00-986.057).

FINANCIAL IMPACT

	FY 24/25	FY 25/26	FY 26/27	Total
EXPENDITURE REQUIRED	\$ 47,690.00	\$ 0	\$ 0	\$ 47,690.00
BUDGET				
1. Rifle Vest Plates (101-301.00-986.057)	\$ 0	\$ 0	\$ 0	\$ 0
APPROPRIATION REQUIRED	\$ 47,690.00	\$	\$	\$
• Net effect to Fund Balance \$0				

BACKGROUND INFORMATION:

In 2023 the Novi Police Department began to transition to a loadbearing vest system. Prior to this transition the majority of an officer's equipment (pistol, radio, Taser, magazines, baton, pepper spray, handcuffs etc.) was located on their belts. The hips are an unnatural location to carry such a heavy weight which resulted in adverse health conditions for our officers. The loadbearing vests allowed officers to move their equipment off their belts and distribute the weight more naturally across their torso and onto their shoulders. This was a positive and necessary change to improve the health and longevity of our officers.

The Novi Police Department has an expectation that its officers will promptly respond to and address high risk events such as an active shooter incident. According to the National Institute of Justice 25.1% of mass casualty incidents involved an assault rifle. Additionally, Department of Justice statistics on officers feloniously killed from 2010-2019 shows that nearly 20% of the 511 fatalities occurred using a rifle. Unfortunately, the soft body armor that our officers currently wear does not offer protection from rifle rounds.

The Novi Police Department currently supplies its officers with critical response vests that have a ballistic rating for rifle rounds. These critical response vests are only worn when an officer expects an increase likelihood that they will be shot and not during routine operations. Directive 740 mandates that officers "shall" wear these vests during certain high-risk situations. This has created a situation where officers are forced to wear a critical response vest over their external vest during certain incidents creating multiple safety and operational problems. This was not an issue when officer carried their equipment on their belts because the critical response vests did not prevent access to equipment. These problems are explained in detail on the attached memorandum.

The recommendation is that we purchase rifle plates for our external load bearing vests. This purchase will provide protection from rifle rounds when they are on routine patrol as well as for critical incidents.

The purchase will be made off the North Carolina's Sheriffs' Association First Responders and Equipment Procurement Program (NCSA – Contract #25-02-0521). Our current vest provider, On Duty Gear, LLC., is also our preferred vendor for this purchase based on the history of our relationship, length of the relationship (13 years), quality of product and customer on site services as well as providing an additional discount from the pricing provided off the NCSA Contract.

RECOMMENDED ACTION: Approval to purchase 134 rifles plates for the Novi Police Department from On Duty Gear, LLC., through an existing cooperative purchase agreement with North Carolina Sheriff's Association Fire Responder Supplies and Equipment Procurement Program (Contract #NCSA 25-02-0521) in the amount of \$47,690 and amend the budget.

MEMORANDUM



TO: ERICK W. ZINSER
DIRECTOR OF PUBLIC SAFETY/CHIEF OF POLICE

FROM: DANIEL JENKINSON, SERGEANT

SUBJECT: RIFLE PLATE PURCHASE

DATE: JANUARY 8, 2025

BACKGROUND:

In 2023 the Novi Police Department began to transition to a loadbearing vest system. Prior to this transition the majority of an officer's equipment (Pistol, Radio, Taser, Magazines, baton, pepper spray, handcuffs etc.) was located on their belts. The hips are an unnatural location to carry such a heavy weight which resulted in adverse health conditions for our officers. The loadbearing vests allowed officers to move their equipment off their belts and distribute the weight more naturally across their torso and onto their shoulders. This was a positive and necessary change to improve the health and longevity of our officers.

The Novi Police Department also has an expectation that its officers will promptly respond to and address high risk events such as active shooter incident. According to the National Institute of Justice 25.1% of mass casualty incidents involved an assault rifle. Additionally, Department of Justice statistics on officers feloniously killed from 2010-2019 shows that nearly 20% of the 511 fatalities occurred using a rifle. Unfortunately, the soft body armor that our officers currently wear does not offer protection from rifle rounds.

The Novi Police Department currently supplies its officers with critical response vests that have a ballistic rating for rifle rounds. These critical response vests are only worn when an officer expects an increase likelihood that they will be shot and not during routine operations. Directive 740 mandates that officers "shall" wear these vests during certain high-risk situations. This has created a situation where officers are forced to wear a critical response vest over their external vest during certain incidents creating multiple safety and operational problems. This was not an issue when officer carried their equipment on their belts because the critical response vests did not prevent access to equipment. These problems are explained in greater detail in this memorandum.

LOSS OF LESS LETHAL FORCE OPTIONS:

Novi Police Officer are provided with multiple less lethal options to end a potentially deadly situation without loss of life. Equipment such as Tasers, Batons and Sabre Pepper Spray are all less lethal options afforded to Novi Police Officers. Most officers are carrying these items on their external vest which are covered up when utilizing our critical response vests. Losing access to these less lethal options will force officers to use

their handgun or rifle to end a situation that might have been resolved without loss of life.

LOSS OF EVIDENCE:

Novi Police Officers wear body cameras on their external vests which capture vital evidence. It is the public's expectation that video footage of critical events be available and can be used to quickly soothe public unrest over a controversial incident. Our current critical response vests cover up our body worn cameras making the footage useless. Covering our cameras during events that have a higher likelihood of deadly force being used will degrade public trust and increase liability.

LOSS OF COMMUNICATION EQUIPMENT:

Maintaining communication is one of the most important elements of any critical event. The proper flow of information is vital to managing resources and maintaining operational integrity at any major incident. The majority of Novi Police Officers currently wear their radios on their external vests. When our current critical response vests are placed over our radios it renders them inoperable during a critical event such as an active shooter. This will make relaying lifesaving information such as the location of victims and the shooter impractical. Also, officers will not be able to broadcast their location which will increase the possibility of blue on blue fatality and decreased operational efficiency.

ADDITIONAL PROBLEMS:

The majority of the equipment on an Officer's external vests is located toward the waistline. When our critical response vests are placed over our external vests they do not sit flat but on an angle towards the officer's neck. This angle will push projectiles or fragmentation toward an officer's unprotected neck. This angle also makes taking a precision shot from the prone position impractical if not impossible.

During a critical incident such as a school shooter every second counts. Officers in recent events have come under public scrutiny for taking time to put on additional equipment while kids are actively dying. The time it takes for officers to put on their critical response vests will slow their response and potentially cost lives.

It should also be noted that officers may not have access to additional equipment such as additional pistol magazines, handcuffs and tourniquets since they would be covered by the critical response vests.

RECOMMENDATION:

I would highly recommend making the purchase of rifle plates for our external vests a priority. This purchase will provide protection from rifle rounds when they are on routine patrol as well as for critical incidents. We fully expect that our officers will run into certain priority calls such as active shooter incidents in schools. Failing to provide our officers with the lifesaving protection they need to survive an incident that we expect them to enter is problematic. Three officers in Michigan have already been fatally shot this year and the state of Michigan has experienced two school shootings in addition to a mass shooting at a children's splash pad.

PURCHASE:

(14)- 7 X 9 Plates	\$3,710.00
(76)- 8 X 10 Plates	\$26,600.00
(44)-10 X 12 Plates	<u>\$17,380.00</u>
Total:	\$47,690.00



Picture of Officer without critical response vest.



Picture of critical response vests when worn over external vest.



Picture of critical response vests when worn over external vest.

ON DUTY GEAR, LLC
44315 N. Groesbeck Hwy.
Clinton Township, MI 48036
Phone: (586) 463-0099

Quote

Date	Quote #
1/27/2025	4263

Name / Address

Novi Police Dept.
ATTN: Dan Jenkinson
45125 W. 10 Mile Rd.
Novi, MI 48375

Terms	Rep	Project
Net 30		

Item	Description	Qty	Cost	Total
AE-PLTAEICW7X9	Armor Express Surge Level III ICW Multi-Curve Rifle Plate-Full Cut	14	265.00	3,710.00
AE-PLTAEICW8X10	Armor Express Surge Level III ICW Multi-Curve Rifle Plate-Full Cut	76	350.00	26,600.00
AE-PLTAEICW10X12	Armor Express Surge Level III ICW 10x12 Rifle Plate-Shooter's Cut, Multi-Curve	44	395.00	17,380.00
FREE SHIPPING Quote Valid Through 02/28/2025				
PLEASE NOTE: On Duty Gear is the #1 National Distributor of Armor Express Body Armor and is able to facilitate purchases for agencies through any State contracts, including the recent North Carolina Sheriff's Association Contract #NCSA 25-02-0521. As the top National Distributor, On Duty Gear is able to extend an additional pricing discount for their preferred customers, which includes the Novi Police Dept.				
Total				\$47,690.00



CITY OF NOVI CITY COUNCIL
NOVEMBER 12, 2024

SUBJECT: Consideration of approval to award the Janitorial Services contract to GDI Integrated Facility Services in the amount of \$255,024 for one (1) year with the option of two (2) one-year renewals.

SUBMITTING DEPARTMENT: Integrated Solutions - Facilities Management

KEY HIGHLIGHTS:

- Terminating current janitorial services agreement with Master Maintenance.
- Signing a new agreement with GDI Integrated Facilities Services for one year.
- Amending the current budget to reflect a \$28,000 increase in service cost. The amendment will appear in the 2nd quarter budget amendment.
- The current year-to-date interest income is higher than expected, and the additional income will be available to cover the additional janitorial costs; this will be reflected in the 2nd quarterly budget amendment.

FINANCIAL IMPACT

	FY 24/25	FY 25/26	Total
EXPENDITURE REQUIRED	\$ 28,000	\$ 255,024	\$ 283,024
BUDGET General Fund, Janitorial Contracts 101-265.10-814.200	\$ 199,674	\$ 255,024	\$ 454,698
APPROPRIATION REQUIRED	\$ 28,000	\$ 0	\$ 0
FUND BALANCE IMPACT	\$ 28,000	\$ 0	\$ 0
A difference of \$28,000 for the remaining fiscal year of January through June 2025.			

BACKGROUND INFORMATION:

The City of Novi contracts for janitorial services at the following locations: City Hall/Civic Center, Public Safety Building, Firearms Training Center, Department of Public Works, Township Hall, and Lakeshore Park Community Building. The current contract was established in March of 2024 with Master Maintenance and was intended for one year of service with the option of two additional renewals. Over the last six months, Facility Management Staff have evaluated the current vendor's performance, received input from building stakeholders, and performed reviews with the vendor. It has been determined that the cleaning needs of the buildings are not being met consistently, and the terms of the agreement are not being fulfilled. High staff turnover, insufficient training, and ineffective supervision have all been consistent issues with Master Maintenance, resulting in daily complaints and service requests for Facilities Staff. Several attempts have been made to correct these concerns through on-site meetings and walkthroughs with the vendor, but there have been no improvements. At this juncture, Facilities Staff and invested parties believe that the current contract is not salvageable and recommend termination of the agreement with Master Maintenance within 30 days due to lack of performance.

GDI Integrated Facility Services was the second highest-ranked bidder when the original Request for Proposal was posted on the Michigan Intergovernmental Trade Network (MITN) website in March 2024. Master Maintenance was ultimately chosen over them due to cost. Over the last two weeks, the facilities staff have repeatedly met with the administration and staff from GDI. The pre-action plan included building walkthroughs, reviewing the scope of work in the contract, and GDI's operational plan for Novi's buildings. After multiple conversations, the team believes that GDI has the capability, personnel, equipment, and experience to carry out this contract. This ability was confirmed through feedback from the Novi Public Library, who hired GDI in June 2024 and have had nothing but positive feedback on their performance.

GDI Integrated Facility Services has agreed to honor their bid from the RFP in March of \$255,024 for one year of cleaning service with the option of two additional one-year renewals. The current agreement with Master Maintenance is \$199,675 for the same term. With six months left (services starting January 1) until the end of the fiscal year in which Facilities Management was budgeted for the cost of Master Maintenance's services, there would be a difference in cost of \$28,000 that is needed to cover the services of GDI. After July 1, 2025, Facilities Management has requested a budget adjustment to cover the cost of GDI's services moving forward.

RECOMMENDED ACTION: Consideration of approval to award the Janitorial Services contract to GDI Integrated Facility Services in the amount of \$255,024 for one (1) year with the option of two (2) one-year renewals.

CONTRACT FOR JANITORIAL SERVICES

THIS CONTRACT FOR SERVICES AND MATERIALS ("Contract"), shall be considered as made and entered into as of the date of the last signature ("Effective Date"), and is between the City of Novi, a Michigan municipal corporation, whose address is 45175 Ten Mile, Novi, Michigan 48375, (hereinafter referred to as "Client"), and GDI Integrated Facility Services, whose address is 24300 Southfield Road Suite 300 Southfield, MI. 48075, (hereinafter referred to as "Contractor").

THE CLIENT AND CONTRACTOR AGREE AS FOLLOWS:

Article I. Statement and Performance of Work.

For payment by the Client as provided under this Contract, Contractor shall provide the materials and perform the services described on and in Schedule A (the "Work"), which is attached hereto and made a part of this Contract by this reference, in a competent, accurate, efficient, timely, good, professional, thorough, complete and responsible manner, and in compliance with the terms and conditions set forth below.

Article II. Timing of Performance.

Performance of this Contract shall commence on January 1, 2025 and end on January 1, 2026. Upon mutual consent of the Client and the Contractor, the contract may be renewed two (2) additional years in one (1) year increments.

Article III. Contract Price and Payment.

Subject to the terms and conditions of this Contract, the Client agrees to pay Contractor an amount services and materials as specifically set forth in the completed Proposal attached which is part of the attached Schedule A. Such payments are in exchange for and consideration of the timely and satisfactory performance and completion of the work required under and pursuant to this Contract. The Client agrees to pay Contractor amounts due within thirty (30) days of receipt of an itemized billing/invoice from Contractor detailing all materials provided and work performed in connection with the billing and the hours and charges applicable to each such item. Such itemized billings shall be submitted and shall be paid only upon satisfactory completion of the work itemized in the billing.

All costs and expenses incurred by Contractor under this Contract are deemed to be included in the amounts set forth in Schedule A. Contractor will obtain written approval of the Client prior to proceeding with any work that is not stated on Schedule A; otherwise, the Client will not be billed for such extra/additional work.

Payments shall be made upon verification of invoices received by the Client. All payments to Contractor shall be submitted by mail at Contractor's address first listed above, unless Contractor provides written notice of a change in the address to which such payments are to be sent.

Article IV: Termination.

- A. 1. For cause: In the event that either party shall breach the terms and conditions of this Contract, the aggrieved party may notify the other party, in writing via certified mail, of such breach and demand that the same be remedied within ten (10) days. If the defaulting party fails to remedy the breach as demanded, the aggrieved party shall then have the right to terminate by giving the defaulting party thirty (30) days written notice. In addition, if at any time a voluntary petition in bankruptcy shall be filed against either party and shall not be dismissed within thirty (30) days, or if either party shall take advantage of any insolvency law, or if a receiver or trustee of any of a party's property shall be appointed and such appointments shall not be vacated within thirty (30) days, the other party shall have the right, in addition to any other rights of whatsoever nature that it may have at law or in equity, to terminate by giving thirty (30) days' notice in writing of such termination.
2. For convenience: The Client may terminate the agreement, in whole or in part, without showing cause upon giving thirty (30) days written notice to the Contractor. The Client shall pay all reasonable costs incurred by the Contractor up to the date of notice of termination. The Contractor will not be reimbursed for any anticipatory profits that have not been earned up to the date of notice of termination.
- B. In the event this Contract is terminated before completion, the Client shall not be responsible to make any further payments for work performed after the effective date of such termination, and shall pay Contractor for such materials as have been delivered and for such work as has been completed and is eligible for payment under the terms of this Contract through the date of such termination. In all events, the Client shall only be responsible to make the payments described in the preceding sentence if, at the Client's request, Contractor continues to fully perform its duties and obligations in full compliance with the terms of this Contract through the effective date of the termination.

Article V: Independent Contractor Relationship.

- A. In the performance of this Contract, the relationship of Contractor to the Client shall be that of an independent contractor and not that of an employee or agent of Client. Contractor is and shall perform under this Contract as an independent contractor, and no liability or responsibility with respect to benefits of any kind, including without limitation, medical benefits, worker's compensation, pension rights, or other rights or liabilities arising out of or related to a contract for hire or employer/employee relationship shall arise or accrue to either party as a result of the performance of this Contract.

Contractor, as an independent contractor, is not authorized to enter into or sign any agreements on behalf of the Client or to make any representations to third parties that are binding upon the Client.

- B. Contractor represents that it will dedicate sufficient resources and provide all necessary personnel required to perform the work described in Schedule A in accordance with the terms and conditions of this Contract. Except as may be specifically stated and agreed to in Schedule A, Contractor shall perform all of the work under this Contract

and no other person or entity shall be assigned or sub-contracted to perform the work, or any part thereof, unless approved by the Client in advance.

Article VI: Liability and Insurance.

- A. Contractor agrees to indemnify and hold harmless the Client, its elected and appointed officials and employees, from and against any and all claims, demands, suits, losses and settlements, including actual attorney fees incurred and all costs connected therewith, for any damages which may be asserted, claimed or recovered against the Client by reason of (i) personal injury, death and/or property damages which arises out of or is in any way connected or associated with the actions or inactions of Contractor in performing or failing to perform the work; or (ii) civil damages which arise out of any dispute between Contractor and its subcontractors, affiliates, employees or other private third parties in connection with this Contract. Contractor specifically agrees that it is Contractor's responsibility, and not the responsibility of the Client, to safeguard the property and materials used in performing this Contract. Contractor agrees to hold the City harmless from any loss of or damage to such property and materials used in connection with Contractor's performance of this Contract.
- B. Contractor shall provide evidence of adequate insurance coverage in the types and amounts set forth on Schedule A, which is attached hereto and incorporated herein by this reference. Such insurance shall be maintained at the specified level of coverage throughout the term of this Contract, including any extension of such term, and will cover all work, acts and omissions by and on behalf of Contractor in connection with this Contract, with the Client as named additional insureds, but with such coverage being primary and non-contributory as described in the attached Schedule A.

Article VII: Information.

It is expressly acknowledged and agreed that all reports, opinions, compilations, research work, studies, data, materials, artifacts, samples, documents, plans, drawings, specifications, correspondence, ledgers, permits, manuals, applications, contracts, accountings, schedules, maps, logs, invoices, billings, photographs, videotapes and all other materials generated by and/or coming into the possession of Contractor during the term of this Contract, and any extension thereof, that in any way relate to the performance of work by Contractor under this Contract or that are otherwise related or relevant to the work, belong exclusively to the Client and shall be promptly delivered to the Client upon the termination of this Contract or, at any time, upon the Client's request.

Article VIII: General Provisions.

- A. Entire Agreement. This instrument, together with the attached Schedules, contains the entire Contract between the Client and Contractor. No verbal agreement, conversation, or representation by or between any officer, agent, or employee of the parties hereto, either before or after the execution of this Contract, shall affect or modify any of the terms or obligations herein contained.
- B. Compliance with Laws. This Contract and all of Contractor's work and practices shall be subject to all applicable state, federal and local laws, ordinances, rules or regulations, including without limitation, those which apply because Client is a public

governmental agency or body. Contractor represents that it is in compliance with all such laws and eligible and qualified to enter into this Contract.

- C. Governing Law. This Contract shall be governed by the laws of the State of Michigan.
- D. Assignment. Contractor shall not assign this Contract or any part thereof without the written consent of the Client. This Contract shall be binding on the parties, their successors, assigns and legal representatives.
- E. Third Parties. It is the intention of the parties hereto that this Agreement is not made for the benefit of any private third party. It is acknowledged that Client may receive a portion of the funding for the payments under this Contract from one or more private sources, and it is understood by Contractor that it is hired by Client to work exclusively for Client (and by extension for the Township should the work be accepted and implemented by the Township) and Contractor agrees that no private party or parties will be allowed to hold sway or influence, in any way, over Contractor's performance of the work.
- F. Notices. Written notices under this Contract shall be given to the parties at their addresses contained in this Contract by personal or registered mail delivery to the attention of the following persons:
- Client: City Manager Victor Cardenas and City Clerk Cortney Hanson
Contractor: GDI Integrated Facility Services
- G. Changes. Any changes in the provisions of this Contract must be in writing and signed by the Client and Contractor.
- H. Waivers. No waiver of any term or condition of this Contract shall be binding and effective unless in writing and signed by all parties, with any such waiver being limited to that circumstance only and not applicable to subsequent actions or events.
- I. Jurisdiction and Venue of Contract. This Contract shall be considered for all purposes, including the establishment of jurisdiction and venue in any court action between the parties, as having been entered into and consummated in the City of Novi, Oakland County, Michigan.
- J. Conflict. In the event of any conflict or inconsistency between the above provisions of this Contract and either or both of the attached Schedules, the provisions in the above text shall govern.
- K. Anti-Discrimination. The Contractor shall not discriminate against any employee, or applicant for employment because of religion, race, color, national origin, age, sex, height, weight, handicap, ancestry, place of birth, sexual preference or marital status. The Contractor further covenants that it will comply with the Civil Rights Act of 1973, as amended; and the Michigan Civil Rights Act of 1976 (78. Stat. 252 and 1976 PA 453) and will require a similar covenant on the part of any consultant or subcontractor employed in the performance of this contract.

IN WITNESS WHEREOF, the Client and the Contractor have executed this Contract in Oakland County, Michigan, as of the date first listed above.

WITNESS AND DATES
OF SIGNATURES:

CITY OF NOVI

Date: _____

By: Justin Fischer
Its: Mayor

Date: _____

By: Cortney Hanson
Its: Clerk

WITNESS AND DATES
OF SIGNATURES:

CONTRACTOR

Date: _____

By: GDI Integrated Facility
Services
Its:

SCHEDULE A will be attached to and become part of the contract. Schedule A consists of the contractor's proposal and the RFP documents.



**CITY OF NOVI
JANITORIAL SERVICES**

**FEE PROPOSAL FORM
(MUST BE SEALED IN A SEPARATE ENVELOPE)**

The undersigned, as proposer, declares that he has visited the building(s) to be cleaned and has familiarized himself with the type of services desired and has carefully examined the specifications and instructions to proposers, which he understands and accepts as sufficient for the purpose, and agrees he will furnish to the City the specified services and will accept in full payment therefore the following amounts:

ITEM #1 – City Hall, 45175 Ten Mile Road

Item	Unit	Unit price	Total Annual Cost
Nightly cleaning 5 times/week	Month	\$ 4,105.00	\$ 49,260.00
Optional Nightly Cleaning	Saturday	\$ 602.00	NA

ITEM #2 – Community Center/Atrium, 45175 Ten Mile Road

Item	Unit	Unit price	Total Annual Cost
Nightly cleaning 7 times/week	Month	\$ 7,146.00	\$ 85,752.00

ITEM #3 - Novi Police Department, 45125 Ten Mile Road

Item	Unit	Unit price	Total Annual Cost
Nightly cleaning 5 days/week/2 nd floor, 7 days/week/1 st floor	Month	\$ 6,314.00	\$ 75,768.00

ITEM #4 – Department of Public Works, 26300 Lee BeGole Dr.

Item	Unit	Unit price	Total Cost
Nightly cleaning 5 times/week	Month	\$ 1,810.00	\$ 21,720.00

ITEM #5 – Indoor Gun Range, 26350 Lee BeGole Dr.

Item	Unit	Unit price	Total Annual Cost
5 days/week, as specified	Month	\$ 617.00	\$ 7,404.00

ITEM #6 – Township Hall, 45375 Ten Mile Rd.

Item	Unit	Unit price	Total Annual Cost (6 months)
3 days/week, as specified (May – Oct)	Month	\$ 416.00	\$ 2,496.00

ITEM #7 – Lakeshore Park, 601 South Lake Dr.

Item	Unit	Unit price	Total Annual Cost (6 months)
7 days/week, as specified (May – Oct)	Month	\$ 1,404.00	\$ 8,424.00
3 days/week, as specified (Nov-April)	Month	\$ 700.00	\$ 4,200.00

COMMENTS/EXCEPTIONS (all exceptions must be listed):

No exceptions.

We have included a letter from our bonding company indicating that we are able to obtain a Performance Bond with the specific language & format as specified in the RFP documents.

Yes X No

We understand that if we are not able to get the required performance bond after the contract has been awarded, the contract award will be rescinded.

Yes X No



Integrated
Facility Services

GDI Services Inc.

24300 Southfield Rd., Ste. 300
Southfield, MI 48075

FEE PROPOSAL FORMS



City of Novi

REQUEST FOR PROPOSAL

Janitorial Services

SUBMITTED TO

Tracey Marzonie
City of Novi
Finance Department – Second Floor
45175 Ten Mile Rd.
Novi, Michigan 48375-3024

SUBMISSION DATE

Friday, January 26, 2024

PREPARED BY

Tom Philliben
Vice President of Business Development Manager
GDI Services Inc.
24300 Southfield Rd., Ste. 300
Southfield, Michigan 48075
T: 248.395.1161 | C: 248.467.6340



**Integrated
Facility Services**

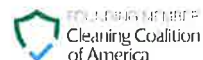


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January 26, 2024

CITY OF NOVI

Finance Department – Second Floor
45175 Ten Mile Rd.
Novi, Michigan 48375-3024

Attn: Ms. Tracey Marzonie
Purchasing Accountant

Re: Janitorial Services Quote

Dear Ms. Marzonie:

GDI Services is pleased to provide you with a response to your request for proposal, along with our credentials demonstrating our capabilities to offer janitorial services to the City of Novi.

GDI offers a comprehensive range of services that are customized to meet the unique needs of each client. Whether you need janitorial services, mechanical engineering, carpet cleaning, window cleaning, pressure washing, landscaping, or specialized services, we have the resources and expertise to deliver top-notch results.

Our team of experienced professionals provides the highest level of service possible. We take the time to understand your business and tailor our services to your specific needs and budget. Our team is available 24/7 to ensure that your facility is always clean and well-maintained.

At GDI Services, we prioritize sustainability and are committed to reducing our environmental impact. We use eco-friendly cleaning products and equipment, and our team members receive ongoing training to ensure they are using best practices.

We have provided information that further describes our capabilities and commitment to you and your organization. Should you need additional information, please feel free to call me at (248) 395-1161 or email tom.philliben@gdi.com.

Regards,



Thomas F. Philliben
Vice President of Business Development

TFP/ads

REQUESTED BID DOCUMENTS

This section contains the following:

- Non-Iran Linked Business
- Contractor Qualifications Questionnaire
- Sample Certificate of Insurance
- Bid Bond
- Surety Letter

We acknowledge receipt of the following Addenda: #1
(please indicate numbers)

NON-IRAN LINKED BUSINESS

By signing below, I certify and agree on behalf of myself and the company submitting this proposal the following: (1) that I am duly authorized to legally bind the company submitting this proposal; and (2) that the company submitting this proposal is not an "Iran linked business," as that term is defined in Section 2(e) of the Iran Economic Sanctions Act, being Michigan Public Act No. 517 of 2012; and (3) That I and the company submitting this proposal will immediately comply with any further certifications or information submissions requested by the City in this regard.

THIS PROPOSAL SUBMITTED BY:

Company (Legal Registration) GDI Services Inc.

Address 24300 Southfield Road, Suite 300

City Southfield State Michigan Zip 48075

Telephone (248) 483-3170 Fax (947) 282-2144

Representative's Name Thomas Philliben

Representative's Title Sr. Development Manager

Authorized Signature 

E-mail thomas.philliben@gdi.com

Date 01/19/2024



CITY OF NOVI
CONTRACTOR QUALIFICATIONS QUESTIONNAIRE
JANITORIAL SERVICES

Failure to answer all questions could result in rejection of your proposal.

Name of Firm GDI Services Inc.
Address: 24300 Southfield Rd., Ste. 300
City, State Zip Southfield, Michigan 48075
Telephone (248) 483-3170 Fax (947) 282-2144
24 Hour/7-Day Emergency Telephone Number _____
Agent's Name (please print) Thomas Philliben
Agent's Title V.P. of Business Development
Email Address: tom.philliben@gdi.com
Website www.gdi.com

1. Organizational structure: Corporation, Partnership, etc. Corporation
2. Firm established: 2012 Years in business: +100
3. Has your firm filed for Chapter 7 or Chapter 11 within the last ten (10) years?
No X Yes _____ Reason: _____
4. Under what other or former names has your organization operated?
GDI Omni
5. How many full time employees? Over 36,000 Part time? _____
6. Please describe your employee hiring and training procedures.

The hiring process is performed through our in--house recruiter/hiring manager. Training is performed by the Supervisors along with documentation. For further details, refer to pages 27 & 29 of the RFP response, as well as, 6.2 (Hiring) and 6.8 (Training) of the GDI C.O.R.E. Policy, attached separately.

7. Please describe your background check procedures and qualifications for employment.

Drug screening and background checks are part of the hiring process. Background checks are performed through BSCAbackgroundchecks. For further detail, refer to page 29 of the RFP response, as well as 6.3 and 6.12 of the GDI C.O.R.E. Policy, attached separately.

8. Please describe your background check procedures on current employees.

Once an employee is hired, they go through the background checks as part of the hiring process. If an annual background screening is required, this would need to be negotiated into the contract.

9. Address of facility that will service this account. Include office and any equipment/storage locations.

GDI USA Corporate Office is located at 24300 Southfield Road, Suite 300, Southfield, Michigan 48075.

10. Distance of this facility from Novi Civic Center. 16 miles

11. Are you able to provide insurance coverage as required by this RFP? Yes

12. Provide information relative to the experience your company has had working with municipalities. Please provide the names of municipalities where service was provided, whether all available contract renewals were awarded, and if you are still continuing services for that agency. Include additional sheet, if necessary.

Please refer to the answer to #22. All three listed references are municipalities that we have extended contract renewals to date.

13. Provide information relative to the experience your company has had working with Police Departments. Please provide the names of sites where service was provided.

Wayne County Jails #1, #2 & #3. as well as the Detroit Public School Community District Police Precinct

14. Provide information relative to the experience and financial capability of your company to carry out the terms of this contract.

GDI is financially strong and is a publicly traded company on the Toronto stock exchange with revenues exceeding \$2,000,000,000.

15. Identify the number of employees in your firm who would be assigned to clean each facility during a scheduled cleaning shift for each of the facilities below. All shift supervisors/managers should be specially noted.

Location	Number of employees to be assigned to clean each building each night		Number of hours to be worked by each employee each night		Total number of "cleaning" hours each night	Are any of the cleaning people considered supervisors or managers? If so, how many?	Will there be any additional managers on site each night? If so, how many hours per night?
City Hall	3	X	1.83	=	5.5	1	0.50
Community Center/ Atrium	3	X	2.66	=	8	1	0.50
Police Department	3 (Mon-Fri) 2 (Sat & Sun)	X	2.66 2	=	8 4	1	0.50
DPW	1	X	3	=	3	0	No
Indoor Gun Range	1	X	1	=	1	0	No

Township Hall	1	X	1	=	1	0	No
Lakeshore Park	1	X	1.5	=	1.5	0	No

Describe the assignment of managers here, if necessary, to clarify the table above:

One working supervisor will be assigned to this site to perform cleaning duties and supervision, with time to evaluate each night. An area manager that has this account in their geographic territory will be responsible for inspections and managing the on-site crew. The area manger reports to our Director of Operations, who reports to our V.P./General Manager of Operations.

16. How many clients does your company currently serve with the type of services described? Provide a list.

Currently we have 168 janitorial services clients. All Client information is confidential.

17. Provide a list of equipment that will be on site and available for use by the crew performing the cleaning (including vacuums, scrubbers, buffers, etc). Provide an additional sheet if necessary.

Equipment to be kept on site _____

Equipment list is attached at the end of this questionnaire.

Equipment available _____

Whatever is needed.

18. Based on your company resources, are you able to perform all janitorial expectations outlined in this contract within the timeframe allocated?

Yes, GDI is more than capable to perform all janitorial expectations, here within.

19. Provide the company's method of approach or work plan to meet the City's needs for the scope of work specified, **including start-up timeline** and start-up procedures. Use an additional sheet if necessary.

GDI is well experienced in all facets of transition management in facilities operations and maintenance. Having transitioned numerous facilities in recent years, we understand the importance of developing comprehensive mobilization plans in close collaboration with the client and all stakeholders in the critical first weeks of our engagement in a contract.

In a typical new transition, GDI will commit resources and experienced team members to develop processes, assume operations, and mitigate risk during the transition phase and to ensure that the changes at the client's facility(s) are seamless for all building occupants. GDI understands the present transition requirements and has an established staffing model, operations, and back-end processes already in place. However, GDI considers it to be a best practice to conduct proper kick-off and review meetings to ensure seamless transition from one contract period to another. In essence, these activities can be encapsulated in a truncated transition plan. This attention to detail ensures that going forward GDI can continue to operate in the customer's best interest. Periodic reports will be made to the customer regarding timeline progress. For example and additional information, refer to page 38, Transition Plan of RFP response.

20. Provide a description of your company's philosophy relative to customer satisfaction (handling complaints, offering suggestions, etc) and the implementation of environmentally friendly cleaning solutions.

Our Quality Assurance program is a major component of the relationship with our clients. We have a vested interest in our customers and have created a system to protect that relationship. Our computerized maintenance management systems and proprietary inspection software are based on internationally recognized standards that ensure our FM services, cleanliness, and inspection results are standardized, comparable, bias-free, and completely quantifiable.

GDI Tracker provides operators the ability to monitor all services for compliance, tenant communication, and efficiency. This is provided in real-time visualizations of floor plans and can be filtered by job routine, duration, or zone.

It also generates reports on compliance and internal follow-up processes to address any non-compliant tasks. GDI Tracker features email alerts so no notifications are missed.

21. As part of your proposal, your company is requested to provide a Quality Assurance Plan. Please explain how similar plans offered through your company have been

Our Quality Assurance program is a major component of the relationship with our clients. We have a vested interest in our customers and have created a system to protect that relationship. Our computerized maintenance management systems and proprietary inspection software are based on internationally recognized standards that ensure our FM services, cleanliness, and inspection results are standardized, comparable, bias-free, and completely quantifiable.

22. **References:** Provide at least three (3) references for projects that are comparable in scope to this RFP. Several references from municipalities would be desirable.

Company Detroit Public Schools Community District
Address Fisher Building, 11th Floor, 3011 W. Grand River, Detroit, MI 48202
Phone (313) 576-0339 Contact name Cleveland Simmons
Scope of work Management, Custodial, Maintenance & Mechanical Services
Contract dates 2017 to current

Company Detroit Sewer & Water
Address 735 Randolph, 18th Floor, Detroit, Michigan 48202
Phone (313) 267-8000 Contact name Erika Meah-Williams
Scope of work Custodial services
Contract dates 2015 to current

Company Great Lakes Water Authority
Address 735 Randolph, Detroit, MI 48226
Phone (313) 964-9515 Contact name Paula Anderson
Scope of work Custodial services for appx 40 locations
Contract dates 2015 to current

23. Claims & Suits: Does your firm have any litigation pending or outstanding against your organization or its officers? If yes, please provide details.

No X Yes _____

24. Provide any additional information you would like to include which may not be included within this Questionnaire. You may attach additional sheets.

THE FOREGOING QUESTIONNAIRE IS A TRUE STATEMENT OF FACTS:

Signature of Authorized Company Representative: _____

Representative's Name (please print) Thomas Philliben

Date 01/25/2024

EQUIPMENT LIST	City Hall	Community Center & Atrium	Police Department	DPW	Indoor Gun Range	Township Hall	Lakeshore Park
Maid Cart	1	0	1	0	0	0	1
Mop/Bucket	2	1	2	1	1	1	2
Brute + Dolly	1	1	1	1	1	1	1
Vacuum - Upright	1	0	1	1	1	0	0
Vacuum - Wet/Dry	1	0	1	1	0	1	1
Vacuum - Back pack	1	1	1	0	0	0	1
Small Walk behind Auto Scrubber	0	0	0	0	0	0	0
Walk behind Auto Scrubber	1	0	1	0	0	0	1
Rider Auto Scrubber	0	1	0	0	0	0	0
Low Speed Scrubber	1	0	1	0	0	0	0
High Speed Buffer	1	0	1	0	0	0	0
Gondola	1	0	1	0	0	0	0
Turbowand Carpet Extractor	1	0	1	0	0	0	0
Doodle Scrub Deluxe	1	0	1	0	0	0	0
Miscellaneous small cleaning tools	1	1	1	1	1	1	1



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/2/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Arthur J. Gallagher Risk Management Services, LLC 15 South Main Street Greenville SC 29601	CONTACT NAME: Tyler Macolly	
	PHONE (A/C, No, Ext): 864-239-2415	FAX (A/C, No): 864-239-2435
	E-MAIL ADDRESS: tyler_macolly@ajg.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: Hartford Fire Insurance Company	19682
	INSURER B: Twin City Fire Insurance Company	29459
	INSURER C: Continental Insurance Company	35289
	INSURER D: Navigators Insurance Company	42307
	INSURER E:	
	INSURER F:	

COVERAGES	CERTIFICATE NUMBER: 1424754799	REVISION NUMBER:
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.		

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:		20CSES8602	10/1/2023	10/1/2024	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NonOwnedAuto		20ABS86003	10/1/2023	10/1/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		7063350762	10/1/2023	10/1/2024	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N <input checked="" type="checkbox"/> N N/A		20WBRS86001	10/1/2023	10/1/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Excess UMB		GA23EXRZ0F16BIV	10/1/2023	10/1/2024	Each Occurrence Aggregate \$10,000,000 \$10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	CANCELLATION
For Information Only	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

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AIA Document A310 - Electronic Format

Bid Bond

THIS DOCUMENT HAS IMPORTANT LEGAL CONSEQUENCES: CONSULTATION WITH AN ATTORNEY IS ENCOURAGED WITH RESPECT TO ITS COMPLETION OR MODIFICATION. AUTHENTICATION OF THIS ELECTRONICALLY DRAFTED AIA DOCUMENT MAY BE MADE BY USING AIA DOCUMENT D401.

KNOW ALL MEN BY THESE PRESENTS, that we

GDI Services Inc.
24300 Southfield Rd. Suite 300
Southfield, MI 48075

as Principal, hereinafter called the Principal, and

ATLANTIC SPECIALTY INSURANCE COMPANY,
One State Street Plaza, 31st Floor
New York, NY 10004

a corporation duly organized under the laws of the State of New York as Surety, hereinafter called the Surety, are held and firmly bound unto

City of Novi
45175 Ten Mile Road
Novi, MI 48375

as Oblige, hereinafter called the Oblige, in the sum of five percent of the tender amount (5%) for the payment of which sum well and truly to be made, the said Principal and the said Surety, bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the Principal has submitted a bid for: Janitorial Services.

NOW, THEREFORE, if the Oblige shall accept the bid of the Principal and the Principal shall enter into a Contract with the Oblige in accordance with the terms of such bid, and give such bond or bonds as may be specified in the bidding or Contract Documents with good and sufficient surety for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof, or in the event of the failure of the Principal to enter such Contract and give such bond or bonds, if the Principal shall pay to the Oblige the difference not to exceed the penalty hereof between the amount specified in said bid and such larger amount for which the Oblige may in good faith contract with another party to perform the Work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect.

Signed and sealed this 26th, day of January 2024.

GDI Services Inc.

(Principal)

EXECUTIVE COMMITTEE

(Title)

ATLANTIC SPECIALTY INSURANCE COMPANY

(Surety)

(Seal)

(Witness)

Caroline Giroux-Bernard, Attorney-in-Fact





Power of Attorney

KNOW ALL MEN BY THESE PRESENTS, that ATLANTIC SPECIALTY INSURANCE COMPANY, a New York corporation with its principal office in Plymouth, Minnesota, does hereby constitute and appoint: **Annie Deschatelets, Benoit Phenix, Candice Archer, Caroline Giroux-Bernard, Charles Hébert, Daniel Leclerc, Francois Forget, Jerome Caron, Lucie Carpentier, Mark Donahue, Martine Watson Monette, Maryse Caissy, Natalie Harkin, Olivier Turcotte, Pascal Tessier, Philippe Sirois, Pierre-Olivier Naud, Sophie Paré, Sylvain Darsigny, Sylvie Mendonca, Yves Boilard**, each individually if there be more than one named, its true and lawful Attorney-in-Fact, to make, execute, seal and deliver, for and on its behalf as surety, any and all bonds, recognizances, contracts of indemnity, and all other writings obligatory in the nature thereof; provided that no bond or undertaking executed under this authority shall exceed in amount the sum of: **unlimited** and the execution of such bonds, recognizances, contracts of indemnity, and all other writings obligatory in the nature thereof in pursuance of these presents, shall be as binding upon said Company as if they had been fully signed by an authorized officer of the Company and sealed with the Company seal. This Power of Attorney is made and executed by authority of the following resolutions adopted by the Board of Directors of ATLANTIC SPECIALTY INSURANCE COMPANY on the twenty-fifth day of September, 2012:

Resolved: That the President, any Senior Vice President or Vice-President (each an "Authorized Officer") may execute for and in behalf of the Company any and all bonds, recognizances, contracts of indemnity, and all other writings obligatory in the nature thereof, and affix the seal of the Company thereto; and that the Authorized Officer may appoint and authorize an Attorney-in-Fact to execute on behalf of the Company any and all such instruments and to affix the Company seal thereto; and that the Authorized Officer may at any time remove any such Attorney-in-Fact and revoke all power and authority given to any such Attorney-in-Fact.

Resolved: That the Attorney-in-Fact may be given full power and authority to execute for and in the name and on behalf of the Company any and all bonds, recognizances, contracts of indemnity, and all other writings obligatory in the nature thereof, and any such instrument executed by any such Attorney-in-Fact shall be as binding upon the Company as if signed and sealed by an Authorized Officer and, further, the Attorney-in-Fact is hereby authorized to verify any affidavit required to be attached to bonds, recognizances, contracts of indemnity, and all other writings obligatory in the nature thereof.

This power of attorney is signed and sealed by facsimile under the authority of the following Resolution adopted by the Board of Directors of ATLANTIC SPECIALTY INSURANCE COMPANY on the twenty-fifth day of September, 2012:

Resolved: That the signature of an Authorized Officer, the signature of the Secretary or the Assistant Secretary, and the Company seal may be affixed by facsimile to any power of attorney or to any certificate relating thereto appointing an Attorney-in-Fact for purposes only of executing and sealing any bond, undertaking, recognizance or other written obligation in the nature thereof, and any such signature and seal where so used, being hereby adopted by the Company as the original signature of such officer and the original seal of the Company, to be valid and binding upon the Company with the same force and effect as though manually affixed.

IN WITNESS WHEREOF, ATLANTIC SPECIALTY INSURANCE COMPANY has caused these presents to be signed by an Authorized Officer and the seal of the Company to be affixed this first day of January, 2023.

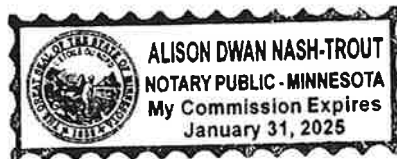
STATE OF MINNESOTA
HENNEPIN COUNTY



By

Sarah A. Kolar, Vice President and General Counsel

On this first day of January, 2023, before me personally came Sarah A. Kolar, Vice President and General Counsel of ATLANTIC SPECIALTY INSURANCE COMPANY, to me personally known to be the individual and officer described in and who executed the preceding instrument, and she acknowledged the execution of the same, and being by me duly sworn, that she is the said officer of the Company aforesaid, and that the seal affixed to the preceding instrument is the seal of said Company and that the said seal and the signature as such officer was duly affixed and subscribed to the said instrument by the authority and at the direction of the Company.



Notary Public

I, the undersigned, Secretary of ATLANTIC SPECIALTY INSURANCE COMPANY, a New York Corporation, do hereby certify that the foregoing power of attorney is in full force and has not been revoked, and the resolutions set forth above are now in force.

Signed and sealed. Dated 26th day of January, 2024.



This Power of Attorney expires
January 31, 2025

Kara L.B. Barrow, Secretary

No. 7710593-24-028

WHEREAS: **GDI Services Inc.** hereinafter called the Principal

has presented a written tender to **City of Novi** hereinafter called the Obligee

dated the _____ concerning: **Janitorial Services.**

We, **Atlantic Specialty Insurance Company**, a corporation duly organized under the laws of the State of **New York** as Surety, hereinafter called the Surety, undertake to grant to the Principal the following bond(s) if the Principal duly signs a contract with the Obligee.

1. Performance bond for an amount equivalent to **One hundred percent (100%)** of the price of the contract, subject to a maximum amount of **N/A (N/A)**.
2. Labour, material and service payment bond for an amount equivalent to **N/A (N/A)** of the price of the contract, subject to a maximum amount of **N/A (N/A)**.

Should the said tenderer fail to sign such a contract, we will pay the difference in cash between the amount of the tender and the amount of the legal contract which you will be called upon to sign with another contractor to execute the contract, if the latter is higher, however without exceeding **five (5%)** of the tender amount.

The present letter of consent is null and void, unless the application for the bond(s) is made to us in writing within the **one hundred twenty days (120)** days following the closing date of the call for tenders.

This Surety's Consent shall be null and void unless the Obligee, when requested by the Surety and before the issuance of the above-mentioned bond(s), provides to the Surety the list of bidders and the bid price of each bidder.

Signed at **Montreal**, this **26th** Day of **January** 2023.

Surety

Atlantic Specialty Insurance Company



Caroline Giroux-Bernard, Attorney-in-Fact

EXECUTIVE SUMMARY

We understand that your responsibility is to procure quality janitorial services from innovative strategic suppliers with the **highest value possible**. GDI is the best supplier to help you achieve this mission. After review of your RFP and our knowledge of City of Novi, GDI has created a program that will provide you with the highest level of service with the communication and transparency that one would expect to come from a reliable service partner.

Quality Assurance Differentiators Collaborative and Transparent



- Account Management
 - Local Office, including area managers & operations managers, supports account managers & cleaning staff
 - Account manager ensures scope of work is executed, staff is trained, & program is measured for performance & safety
 - Regional Management, which includes our Sr. VP of Operations, will support the local team & participate in service reviews
- Quality measurement & management platform includes electronic scoring, reports & work orders with real time access to all stakeholders
- Training - Success of our services resides with a well-qualified and continuously trained service professional
- Quality certifications – CIMS, ISO9001

GDI Difference Experienced and Innovative



- Innovative technologies that bring our customers quality and reliable service
- Integrated service organization that gives you the flexibility to choose from a wide range of facility management services
- At the forefront of environmental stewardship, social impact, & governance
- Ability to service national & multi-regional property portfolios
- GDI has earned numerous industry awards, including the BOMA Pinnacle Award for standards of excellence towards customer service, innovation, teamwork, and commitment to clients
- Decades of unrivaled experience
- Long-standing relationships with diversified customer base

The Cleaning Industry Management Standard (CIMS) Verified Excellence



- CIMS is the universally accepted standard for quality in the cleaning industry
- It is a management framework based on universally accepted and proven management principles of successful cleaning operations
- GDI was a charter member of the CIMS standard – 1 of only 20 such companies
- GDI is proud to have achieved the highest level of certification possible - Certified with Honors – for CIMS as well as CIMS GB, the green building component

ISO 9001/ISO 14001 Audits on Quality & Environmental Practices



- GDI was the first janitorial company in the U.S. to be ISO 9001 Quality Management Systems Certified and later, ISO 14001 Environmental Management Systems Certified
- We emphasize our credibility with independent scrutiny and we routinely subject ourselves to rigorous external audits
- Audits are conducted of our:
 - management processes
 - controls
 - quality standards
 - environmental policies

For over 90 years, GDI Services has provided comprehensive janitorial and cleaning solutions and responsive management attention for our clients. Our service superiority and organizational integrity is built on our Client First philosophy and care for our employees. Our innovative solutions and transparent/communicative partnership tenet assure our clients that performance is measured and reported proactively.

GDI ORGANIZATION AND MANAGEMENT

About Us

GDI Integrated Facility Services is a dynamic organization committed to excellence in its industry. The company's organizational structure is designed to foster collaboration and innovation. Led by a visionary leadership team, GDI embraces a flat hierarchy, promoting open communication and efficient decision-making.

Our management approach prioritizes transparency and employee empowerment. Regular team meetings and clear communication channels ensure that everyone is aligned with the company's goals. GDI values a culture of accountability, where each team member plays a crucial role in achieving our shared objectives.

In addition to a well-defined organizational structure, GDI has implemented robust management practices. Our management team prioritized professional development, ensuring that employees have the tools and skills needed for success.

Our client-first philosophy means we are committed to your satisfaction. We customize our services to fit your needs; and you will enjoy a clean, healthy, and welcoming environment to include the following:

- One provider and one solution for all your facility services
- Decades of unrivaled experience that can be used to your benefit
- Thousands of dedicated team members across North America
- Transparent reporting for accountability and quality assurance
- A company at the forefront of environmental stewardship, social impact, and governance
- Diversified customer base with long-standing relationships
- Ability to service national and multi-regional property portfolios.

1.5 billion square feet serviced and counting!	36,000 + dedicated employees	2,440 highly trained technical experts	97 years in janitorial service industry
100% eco-friendly cleaning solutions	43 strategic acquisitions since 2008	44 regionally managed offices	700 Modern franchises

NATIONAL REACH, LOCAL TOUCH

With 44 regionally managed offices across the US and Canada, GDI has a national reach with a truly local touch.



USA

Alsip | Battle Creek | Seattle | Chicago | New York | Boston | Flint | Indianapolis | Philadelphia | Pittsburgh | Manchester | Northbrook | Portland | Detroit | Syracuse | Toledo | Cleveland | Waltham | Memphis | Atlanta | South Carolina | North Carolina

CANADA

Calgary | Edmonton | Fredericton | Halifax | Kitchener | Lethbridge | London | Moncton | Montreal | Ottawa | Quebec City | Regina | St. John | Stratford | Sudbury | Thompson | Toronto | Vancouver | Vancouver Island | Winnipeg | Windsor

Our Services

GDI provides a full range of integrated facility services including:

- Cleaning Services
- Energy Management
- Disaster Restoration
- Specialty Cleaning
- Technical Trade Services
- Event Support

We service a wide range of facilities, including:

- Shopping Centers and National Retail Stores
- Educational Facilities
- Laboratories
- Industrial and Institutional Buildings
- Hospitals and Healthcare Centers
- Hotels
- Office properties
- Recreational Facilities
- Airports



- Janitorial
- HVAC Cleaning
- Blind Cleaning
- Food Sanitation
- Light Fixture Cleaning
- Recycling Programs
- Floor Stripping, Polishing, and Refinishing
- Upholstered Furniture and Cubicle Cleaning
- Terminal Cleaning
- Carpet Cleaning
- Building Sanitation



Specialty Cleaning Services

- Spring cleaning
- Post-construction
- Pressure washing
- Parking lot cleaning and line painting
- Compactor and garbage room
- Server room
- High dusting
- Concrete sealing and refinishing
- Pest excrement
- Floor maintenance
- Move-in/out
- Pipe dusting and cleaning
- Elevator pit
- Mechanical and electrical room
- Contract staffing
- Kitchen
- Industrial



Technical Trade and Energy Management

- Building automation systems
- HVACR
- Refrigeration
- Plumbing and mechanical
- High voltage and power systems
- Pumps, motors, and industrial electronics
- Emergency preparedness
- Cabling and data communications
- New installation services
- Equipment modernization and upgrades
- Maintenance and testing services
- Engineering services
- Energy management
- Energy efficiency advisory



Disaster Restoration

- Fire, water, and damage recovery
- Documentation and media restoration
- Mold remediation
- Asbestos removal management
- Carpet cleaning
- Pack-out services
- Demolition, renovation, and reconstruction
- Decontamination



Event Support

- Pre-event check
- Set-up support
- Full area cleanliness review
- Support employee and management deployment
- Logistics and loading dock support
- Logistics and operational support
- Continuous monitoring, including sanitary installations
- Waste management and sorting
- Full facility cleaning
- Equipment disassembly support
- Furniture storage

Vision, Mission, and Values

Our Vision

GDI aims to be the world-leading provider of facility services and solutions.

Our Mission

To consistently deliver the best, most trusted facility services and innovative solutions to meet our clients' needs and standards.

Our Core Values

Quality

We deliver the highest level of service and value to our clients.

Accountability

We always deliver on our commitment to clients, employees, and stakeholders.

Innovation

We are pioneers of innovation in the marketplace and continuously look for opportunities to improve.

Team

Our people are our key differentiator; we are passionate, knowledgeable, and work together to succeed.

Integrity

We believe our values should never be compromised, and we always strive to do the right thing.

Safety

We believe that all injuries are preventable, and the safety of employees is our top priority.

Collaboration

Our success relies on the collaborative efforts of our various business units, working together to be the industry leader.

Trust

We earn the trust of our colleagues, clients, and shareholders through unquestioned integrity

Diversity

We value the uniqueness of our people, their cultures, work styles, and talents.

Transparency

We believe in transparency and achieve it through free and open communication.

Management Profiles

GDI's management team is comprised of individuals with many years of experience in the facility services industry. These individuals possess a broad range of skills and expertise in a variety of disciplines. Each member of the team is committed to the professionalism of the facility service industry and the success, directly or indirectly, of your facility service program. We welcome this opportunity to briefly introduce them and their backgrounds and look forward to personally meet with your team.

Mike A. Boomrod President

Education: University of Michigan Dearborn – Bachelor of Science

Experience: 25 years of Operational Management in Janitorial Services

Professional
Membership: Member of the Cleaning Coalition of America

Mike Cadotte: Vice President U.S. – Safety and Quality

Education: BSBA, Central Michigan University – Business
Administration/International Concentration
Certificate of Proficiency in Food Science – Ohio State University
Green Clean Professional – ISSA Green Clean University

Experience: 29 years of experience in: Client Relations, Account Services,
Safety, and Quality (ISO and CIMS programs)

Hassan Kadouh Senior Executive Vice President – US Region

Education: Bachelor of Science in Industrial Engineering - Georgia Tech
Master of Science in Health Systems – Georgia Tech

Experience: 30 years of experience in: Systems Design, Operational Analysis,
Financial Management, and Personnel Utilization

John Tamas Vice President/General Manager - USA

Experience: 32 years of experience in Cleaning Services with 15 years of which
spent owning and operating a private cleaning company

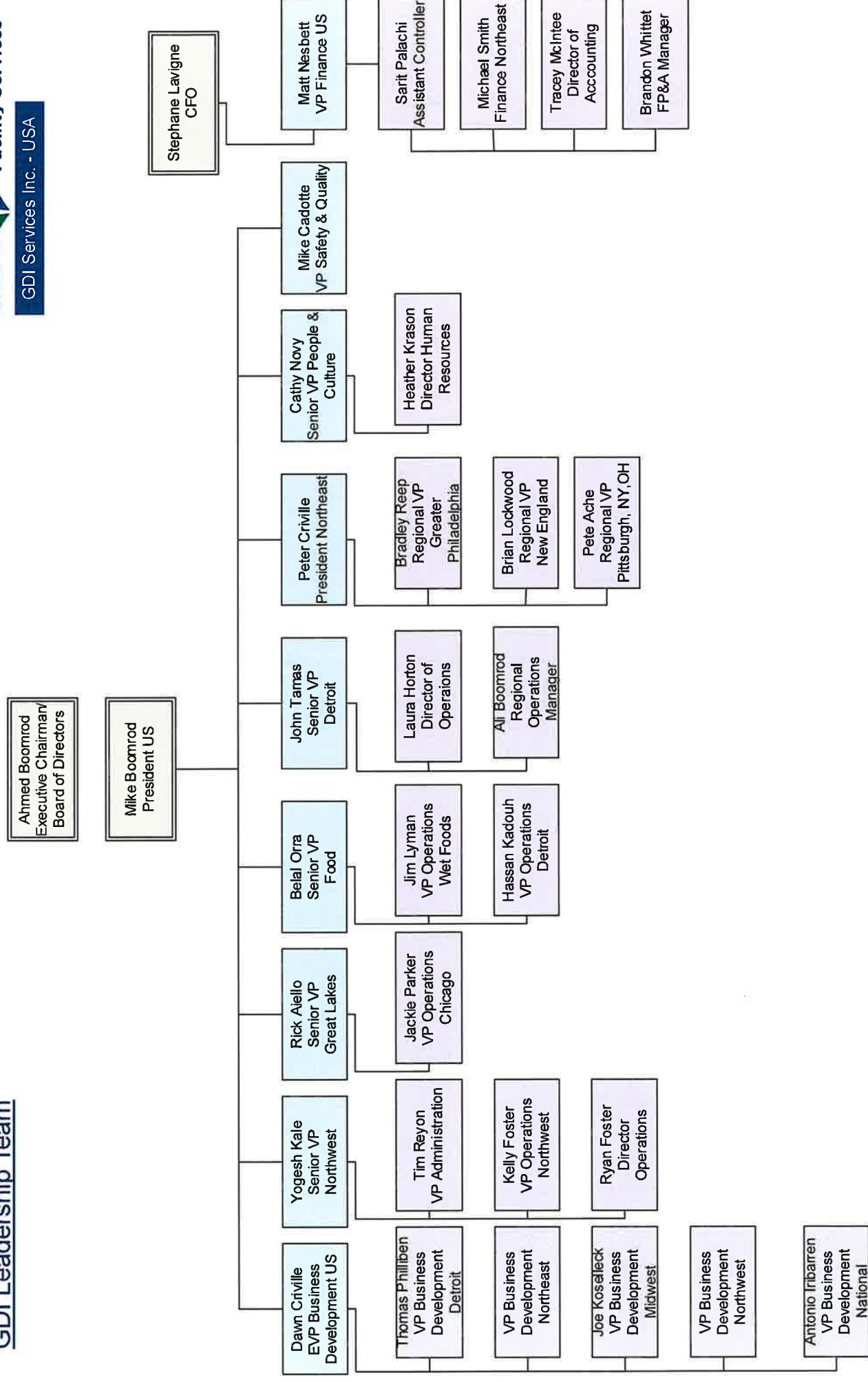
Tom Philliben Vice President of Business Development

Education: 20+ Years of on the job and professional training at IBM and
Siemens

Experience: 40+ years of experience in client services, operations with a focus on
sales

Professional
Organizations: BOMA, IFMA

GDI Leadership Team



HUMAN RESOURCES

Human Resources Information System (HRIS)

We are now deep into the integration of a new workforce management solution to bring our team and capabilities to the next level. This technology will increase efficiencies across the company, improve our ability to support and reach our team and measure and monitor our performance. This investment will improve our stakeholder experience across the board.

Recruitment and Screening Procedures

Your facilities' success is intricately tied to the development of each associate. We leverage experience, dedication, and motivation for achievement in various aspects, from corporate succession planning to recruiting personnel for individual projects. We are actively engaged in fostering a stable, highly competent, and committed workforce. The key elements of our Human Resource Management program follow.

- Recruitment
- Selection Process
- Training
- Retention Programs

Our in-house recruiting and HR team work hard to attract and retain top-notch management professionals for our customer accounts. We also offer employee bonus programs for referrals and for long-term retention.

Recruiting	Screening	Investing	Retention
Corporate & on-site recruiting of site management and labor staff	Customizable drug screen/background check thresholds	Certification training based on needs <ul style="list-style-type: none">• SDS• Green Seal standard of GS-37• PPE• Awareness of product reporting requirements	GDI researches & determines market rates by region to ensure competitive wages
Customized job postings to match desired scope	Interview process designed to identify reliability & proficiency	Annual reviews with personal development plans	Ensuring employees are treated fairly & properly motivated ensures consistency which increases quality, safety, & efficiency.

The workforce for your facilities is drawn from five sources:

- **Client's Existing Staff:** Each building may have unique characteristics and the existing staff is usually aware of special client needs. In addition, collective bargaining agreements may require hiring the current staff. In either case, we will work with you to identify strong performers and develop an improvement plan for others.
- **Internal:** We are committed to developing associates and promoting from within the company. To that end, as opportunities arise, we first identify associates that are suited for the position.
- **Database:** Applicants will be drawn from our corporate database. GDI constantly monitors the available workforce in the areas in which we operate. We maintain a database of available workers from which we are able to quickly recruit and staff to meet the growth in our client base.
- **Department of Labor:** We work closely with state agencies to identify candidates that are eligible for training programs. We have had excellent experience hiring and training under the auspices of these programs.
- **Career Websites & Advertisements:** Open positions will be posted on career sites to solicit resumes. Occasionally other advertising sources may be used as needed (i.e., Flyers, radio ads, newspapers, etc.).

Selection Process

Our meticulous selection process makes sure that we begin with the best workforce available. Our selection process yields only one candidate for every ten applicants. Key events in the selection process are:

Pre-Screening Interview

The screening interview is the first stage in the hiring process. A typical screening interview lasts 15 – 30 minutes. The purpose of the screening interview is to quickly assess the applicant's qualifications. The screening interview includes the following five steps:

1. Review Job Requirements
2. Job Suitability Screening
3. Conducting the Interview
4. Concluding the Screening Interview
5. Reference Check.

Second Interview

Applicants that score relatively well and have satisfactory references may be given a second interview. Second interviews are usually conducted at our office. The format of the second interview follows the prescribed form. The interview includes a tour of a typical area to be cleaned (if permitted). The scope of the work is explained, and the applicant is encouraged to ask questions. The site manager and team leader to whom the applicant will report conducts the interview.

Background Check and Drug Test

Every prospective associate is subject to a criminal background check. We take the additional step of having every associate sign an affidavit verifying that they have never been convicted of a felony.

GDI is a drug-free workplace. All associates are subject to pre-employment and follow up random drug screening.

Training



GDI will train all janitorial staff in a full complement of technical cleaning skills appropriate to their position and task requirements. This will include additional training in customer service skills for those positions that interact with your employees and visitors.

GDI supervisors and managers will receive supervisory and management training to support their leadership of the janitorial staff under their supervision.

Through our training program, we provide consistent, ongoing feedback and coaching to our staff. This increases motivation, accountability, and strong relationships as well as fosters an environment of continuous learning and high performance.

The following is an overview of the GDI training phases for staff working at the facility. All training documentation is administered on-site and/or online and maintained in full compliance with all regulatory requirements. Further detailed information, demonstrations, and site visits are available upon request.

GDI has an online training platform available to all our staff 24/7. When a new employee is hired, they receive a Welcome email that includes an invitation to begin their required online training lessons. Employees are enrolled in courses aligning with their role within the company.

Each course provides the necessary content to ensure our team members are equipped with the knowledge required to complete their jobs accurately and safely.

Courses are comprised of several lessons that include an instructional video and a required quiz. Quizzes are only available after the video has been viewed to ensure the content has been studied and learned. Lessons must be completed in order, therefore, access to lessons within a course is locked until the previous lesson has been successfully completed. When all of the lessons are completed for a required course, users are provided with a certificate.

Online learning

A consolidated library for effective knowledge transfer

Knowledge retention

Users retain information through in-app quizzing

Time efficient

Train new hires faster and more effectively

Track progress

Analyze user progress; individual/group reports

Certification

Guaranteed knowledge transfer with user certification for every course

Continuous Training and Professional Development

Training and development are an ongoing, integral part of the GDI mandate for all employees, supporting our goal for continuous improvement at all levels of our organization. Ongoing training maintains certifications and health and safety requirements, and includes annual bloodborne pathogens and HazCom training, product updates, equipment training, etc.

GDI Operations Managers and Regional Managers conduct weekly, monthly, and annual Toolbox Talks, updating existing staff on any changes to materials, policies and procedures, or environment that may occur while on site. At this time staff are advised of any necessary training that they will need to undergo to meet any changes at the site.

Specialized training is provided as required, either internally or through a third-party expert resource. Examples of such training are flooring specialists, carpet maintenance technicians, lift operators, restoration specialists, etc.

GDI can generate detailed reports of the progress and status of any individual or specific group within the online training platform. These reports include information such as course/lesson progress and quiz results, the number of attempts at a quiz, and how long it took the user to go through the training materials.



Benefits, Retention, and Incentives

All employees are eligible to participate in GDI's Medical, Dental and Vision plans, and 401K program. If employees fall under a collective bargaining agreement (CBA) then their benefits will comply with those outlined in the CBA.

Employees are eligible for vacation/paid time off after 1 year of service. GDI will recognize employees for their accomplishments through our Kudos Awards and other incentive programs. GDI offers retention bonuses and referral bonuses as well.

- We provide competitive living wage rates
- 401K plan for all employees (after 1 year of service)
- Life insurance for our supervisors and managers
- Vacation and Holiday pay for full time employees
- Cell phone reimbursement for supervisors and managers
- Health & Dental Insurance for our full-time employees.



Employee retention is crucial for organizational success. Implementing a supportive work culture, offering professional development opportunities, and recognizing employee contributions can significantly enhance retention rates.





Along with the strategies and practices aimed at keeping valuable employees within an organization for an extended period of time, a positive work environment, clear communication, and fair compensation contribute to employee job satisfaction.

GDI has designed retention programs and initiatives to ensure we are continuously managing employee turnover by encouraging retention. Our HR team measures and monitors turnover and communicates the metrics to the management team so that adjustments can be made and processed and procedures can be assessed to ensure improvement.

We have designed the following programs to motivate, engage, and reward our staff and ensure we are continuously managing employee turnover and addressing it within the first year of service, when it is generally at its highest level.



Program	Features
Welcome Bonus Program 	<ul style="list-style-type: none"> • Designed to ensure continuity of service, talent retention • Allows for motivated, valued and appreciated employees through a smooth transition.
On-going training and learning 24/7	<ul style="list-style-type: none"> • Online platform for training • Respect in the workplace, compliance. and regulations, Health & Safety - critical learnings for all employees.
New associate Buddy System 	<ul style="list-style-type: none"> • New hires are partnered with a “Buddy” from their peer group • Helps new hires get comfortable with role and assimilate into team • A good start helps lower turnover rates (highest level of turnover occurs in first 90 days).
Redbook Program	<ul style="list-style-type: none"> • Recognition incentives published at timeclocks • Outstanding service published • Team achievements, e.g., property inspection scores, etc. • Individual tenure and attendance • Birthdays, potlucks, holidays • Awards given, e.g., paid days off, gift cards, etc.

Program	Features
Stay interviews, temperature checks 	<ul style="list-style-type: none"> • Stay Interviews <ul style="list-style-type: none"> - Employees interviewed while here – not when leaving • Temperature Checks <ul style="list-style-type: none"> - Onsite employee focus group forum (no management present) - recommendations and action plan for resident manager, area manager, and district manager.
Performance recognition 	<ul style="list-style-type: none"> • Provide employees with constructive feedback • Employees given opportunity to share their thoughts on their performance and professional goals • Talent evaluations, succession planning, and leadership preparation • KUDOS recognition program Feel Good Fridays.
Social benefit plans 	<ul style="list-style-type: none"> • Acknowledgement of birthdays, work anniversaries, and retirement • Employee referral bonus • Group social functions • Press acknowledgement for personal achievements • Group/individual volunteer opportunities with many charities/organizations.
Performance reviews 	<ul style="list-style-type: none"> • Employees and supervisors/managers have several informal “coffee meetings” throughout the year to discuss professional and personal goals • Encourages trust and enhances employee satisfaction and performance.

PROGRAM DEVELOPMENT & QUALITY CONTROL

Program Development

Quality programs are developed to ensure the delivery of consistent high-quality maintenance services that are cost effective and are provided by a trained and dedicated service delivery team. Our quality programs, service engineering, and support systems were developed by members of the GDI organization, who have decades of experience in designing programs like this to meet your needs.

Our service program is prepared based on the following:

- Meetings and discussions with your management
- Visitations to your facility(s)
- The scope of services and specifications provided in this quote
- The function and population of your facilities
- GDI's experience servicing similar locations
- Nearly a century of experience and expertise providing janitorial and related housekeeping services.

Quality Control

Our Quality Assurance program is a major component of the relationship with our clients. We have a vested interest in our customers and have created a system to protect that relationship. Our computerized maintenance management systems and proprietary inspection software are based on internationally recognized standards that ensure our FM services, cleanliness, and inspection results are standardized, comparable, bias-free, and completely quantifiable.

GDI's internal procedures and policies that are associated and related to our work quality and cost control are detailed below:

- The center core speaks to our four key elements - facility management & operations, technical services, shared services, and quality assurance.
- The **performance management** layer demonstrates that all aspects of our daily service delivery are managed, measured, documented, reported, and most importantly, communicated effectively.
- The **governance** layer speaks to GDI's core values - safety, people, integrity, our customers, communication, trust, and accountability.
- The all-encompassing **continuous improvement** layer reflects our commitment to look at what we have done, look at what we are doing, analyze, develop, and implement improved methods, processes, and best practices to drive efficiencies and customer satisfaction.

Management and Staffing

It is our intent to provide your facility with key management staff to manage the cleaning staff. The cleaning staff will be available seven days a week if necessary. The personnel will consist of a regional manager, who will be responsible for overseeing the entire operation, an area manager and a site or account manager. The managers will direct employees on their assigned shift and supervisors will follow through in the building to provide coaching and guidance as required.

Day Porters – The Day Porters will be responsible for making sure the company looks professional, clean, and presentable between routine cleaning done in the evenings. The Day Porter will perform all tasks listed in your scope of work requirements.

Cleaners – The cleaners will perform all janitorial activities listed in the Scope of Work. The cleaners will assist the Account Manager and On-Site Supervisors in making sure all tasks are completed in an effective and efficient manner.

Account Manager - The single point of contact for all aspects of the relationship including operational escalations, reporting, administration, etc. Your account manager is responsible for playing the role of you, the client, and be your eyes and ears internally. The role of this individual is to:

- Act as the voice of the client, so you do not have to. They will review the performance at each site on a daily basis to identify any issues, and then validate corrections have been made to a satisfactory level
- Review the results in aggregate and identify any recurring themes, then work with operations to develop augmented training, equipment adjustments, scope changes, etc. where necessary for long-term performance excellence
- Be the communication bridge for you to the administrative departments for all non-operational facets of the account, including accounting, finance, human resources and legal
- Be the accountable leader to implement any special operational projects, communication campaigns, as well as lead business reviews.

Performance Monitoring Responsibility

The overall performance of the in-scope services is monitored by our supervisors and senior operations management team. Our supervisors will review monthly reports that contain scores and compliance measures that include the following:

- Daily, weekly, and monthly inspections are consolidated into a performance report through our GDI Inspect system
- Work order history closed-loop report through GDI Inspect
- Monthly periodic scheduling report
- Monthly equipment maintenance logs
- Customer service feedback
- Client face-to-face meetings notes
- Monthly Attendance Management Report of front-line staff
- Compliance to standard operating procedures through regular toolbox meetings
- Health & Safety incident reporting.

Supervision Strategy

At GDI, the supervision of employees is a method of managing functions intended to support the achievement of excellence in service and to enhance the personal and professional capabilities of the employee. A synergistic model where cooperative efforts between the supervisor and employee are encouraged. Characteristics of this method are outlined below.

Joint effort

The coordination of tasks is worked out together amongst the supervisor and employees, where both parties are encouraged to provide cooperative contributions. It is also integral that supervisors and staff members have clear expectations of one another.

Two-way communication

Supervision is dependent on a solid foundation of trust between employees and supervisors, and communication is key in developing this trust. Employees and supervisors must feel comfortable providing honest and direct feedback.

Focus on competence

Supervisors at GDI ensure that all employees understand how to effectively perform their tasks and have current training and skills to provide the best service while ensuring safety standards are met. It is also important for supervisors to maintain and promote positive attitudes among employees as this motivates individuals to apply knowledge and skills to strive for excellent service.

Proactivity

Supervisors must ensure that they focus on identifying potential issues early, rather than reacting to them after they have developed over time and encourage employees to do the same. This approach to monitoring and the supervision of employees ensures that all tasks are completed to the highest quality and standards of GDI and City of Novi.

Supervisor Performance

GDI uses several methods to ensure that our supervisory staff is performing to both GDI's and our client's standards.

GDI Inspect

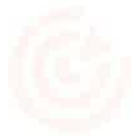
Regular client communications

Regular meetings with Supervisors and Frontline Staff

Operations

Our approach to our overall operating plan is based on accountability, close communication, and a strong partnership with our clients. Our operational capabilities are built on a foundation of expertise in the following operational functions:

Establishing and delivering objectives



Working with City of Novi as a partner, we will establish and deliver successful and mutually agreed upon objectives.

Clearly defined specifications



We will operate based on frequent communication and defined specifications to provide seamless services.

Performance monitoring and KPIs



We will provide the ability to measure performance that demonstrates continuous quality control and value.

Consistent staffing levels



With a workforce of more than 36,000 employees, we can ensure a steady skilled professionals for our clients.

Health, Safety, and Environment



Our services will provide a clean, safe, and healthy environment for your facility occupants, and safeguard the well-being of our staff.

Equipment and supply needs



Our supply partners provide you with cost savings, a standardized product line, and environmentally friendly supplies.

Communication is a critical part of an effective service delivery with particular importance in your industry. Our approach combines various technologies with set meetings and recording mechanisms. GDI Services deploys the appropriate technology to each site in connection with the on-site representatives and their preferred methods.

HEALTH AND SAFETY

Safety is Always First for Everyone

Health and Safety (H&S) is a key focus of our Environmental Social Governance (ESG), and is a core requirement within all our standards, procedures, and policies.

Our company-wide principle of creating and promoting a safe and healthy work environment begins with GDI's core concept of **S.A.F.E. – Safety is Always First for Everyone**, which is extended seamlessly into our client environments through front-line accountability that begins with an internal regimented safety program.

Key drivers of our safety program's success include:

- Orientation and hiring process that includes H&S as a defined condition of hire.
- GDI Intranet housing up to date documents detailing our H&S & training materials.
- GDI claims database for recording, coding, and managing all injuries, incidents, illnesses, accidents and near misses.
- Mandated national H&S audit tool.
- Workplace inspection checklist for hazards present at the client space and GDI occupied work areas.
- People-focused KPI benchmark strategy outlining H&S targets.
- Aggressive return to work program.
- Onsite H&S manual outlining all our standards and procedures.



Regulatory Compliance

All GDI employees, contract employees, vendors and service vendors shall follow all OSHA, Federal, State and Local safety standards at all times. Furthermore, all such individuals shall have a copy of GDI's general safety policy [SP-02] and Hazard Communication policy [SP-05] posted on each job site and be in compliance with SP-02 at all times. Other reasonable safety rules and practices established by GDI's representatives prior to or during a project shall be adhered to.

GDI Clean for Health Program

Implementing enhanced cleaning protocols is not just something we do during a pandemic, it is a part of our daily mindset and operations, because we don't just clean for appearances – we *clean for health*. Our proprietary Clean for Health Program can help you deliver on your promise of creating the safest environment possible at for our clients with a comprehensive program.



This 14-step in-depth review and evaluation certification verifies that an account consistently adheres to GDI's highest-in-the-industry cleaning, health and safety, risk management, environmental, auditing, and human resources practices and standards.

Taking the extra step to keep employees and building occupants safe results in:

- Increased peace of mind and higher satisfaction for occupants
- Validation that all safety protocols have been met and followed
- Cleaner and healthier environments

14 Steps to a Cleaner and Healthier Environment



TECHNOLOGY

GDI leads the facilities management marketplace in its commitment to innovation to provide our clients with cutting edge solutions. *Please note that not all innovations listed below are applicable to the contract. This is dependent on the size and layout of each facility.*

UKG Dimensions

We utilize an electronic / biometric timekeeping system at all our job sites to:

- Ensure Safety and Security - we know who is in the customer building at all times.
- Help our managers easily monitor the staff within their accounts, management is notified if staff is not on site working.
- Ensure Timekeeping Accuracy - eliminates paper timesheets and time clocks.
- Monitor Budgeted hours to meet our customer expectations.
- Ensure Accurate and Timely pay to all our team - automatically upload hours into our payroll system
- Ensure compliance with all laws.

CGDI Calc: Planning with Concrete Data

To facilitate our Operations team in the coordination of services for your various buildings, we use our own internal software, GDI Calc. This tool helps us to determine the hours of work and the execution time to be allocated to each task according to the defined frequencies. This calculation method assures that we supply the time necessary for the execution of each of the in-scope requirements.



- **Schedules:** Using GDI Calc's work loading capabilities the operations team works to institute a schedule for both daily/nightly cleaning and periodic work according to site specific scope of work. Schedules are adjusted according to building requirements, considering traffic patterns, seasonal fluctuations, and changes to scope of work.
- **Analysis:** The Analysis module calculates cleaning tasks and operational costs and provides the required documentation. Clients may participate in their proposal evaluation. It is also possible to analyze data from several proposals.
- **Buildings:** The buildings module contains all the relevant information pertaining to the building required for tender.
- **Prototypes:** The Prototypes module contains GDI knowledge and skills. Data included in this module allows for a customized proposal for any given facility.

Master Service Schedule (MSS)

MSS is a web-based program that allows all service tasks at a work site to be inputted into the system. Key features of GDI MSS:

- **Web based system secured by user and specific job site**
- **Identifies all sanitation or periodic cleaning tasks**
 - Special notes
 - Attachments if applicable (SOPs, Photos, etc.)
 - Estimated labor budget for task
 - Frequency to which task is performed
- **Scheduling**
 - Works on weekly increments
 - Graphically shows if tasks are completed or open
 - Shows detail weekly lists of all tasks due for closure, and IDs past due tasks for immediate attention / action
 - Transfers all tasks and schedules from one year to the next
- **Reports**
 - Can run reports with different sort criteria such as area, shift, manager, date ranges
 - Types include open tasks to perform, variance report of completed work task labor budget vs. actual labor used, tasks that failed initial inspection, and completed task report with 1-4 photos of completed work
- **Inventory**
 - Allows you to log all chemicals and equipment with the following for each item:
 - Photo of item
 - Location in plant
 - Uploaded documents (SDS, Manuals, Maintenance logs)

Communication/InView Client Portal Technology

Communication with our clients is the key to our success and vital in the janitorial business. InView is our proprietary and innovative online customer portal reporting system. InView allows for work order (client or GDI initiated) communication, document sharing, and posted calendared work scheduling that is secured by user login and specific site access.

Using InView, our clients enjoy real-time performance benchmarking and reporting of key performance indicators (KPIs). All outstanding issues or requests are tracked, monitored, and closed out. You can easily monitor important performance metrics such as special project work, periodic work, consumables, or any other operational need.

The application is web-based and can be accessed anytime, via computer, tablet, or smart phone.

GDI Inspect

GDI Inspect is our all-encompassing online quality assurance program, designed specifically for the janitorial industry, and exclusively customized to fit our business needs. The system provides GDI with the capabilities to manage quality and optimize janitorial performance based on the in-scope services and standards.

Key features of GDI Inspect

- Electronic Quality Assurance inspections completed with IOS and Android devices
- Real-time reporting and tracking
- Customizable inspection templates detailed by site, area, occupant, and stacking profiles
- Work order management and accountability
- Automatic notification system (internal and external)
- Client communication and deficiency tracking
- Secure remote online access for clients and staff
- Integrated email and text messaging capabilities
- CRM and task scheduling capabilities

FotoFinish

Within our FotoFinish quality assurance program, we can create a photo flow for the cleaning crew to duplicate, take photos of randomly selected areas, and submit them to management, a 3rd party quality inspection service, as well as client's management.



FotoFinish also supports an “expected outcome” versus a “task and frequency” cleaning model. This increases cleaner accountability, provides daily cleaning performance visibility, and training opportunities. This provides visual evidence of performance quality and accountability, allowing reports to be run of any site, any day with real time data and analytics.

Key components and benefits

- **Immediate reporting and analysis:** Delivers real-time photos that detail where staff have cleaned, and which areas need immediate action.
- **Proactive execution:** FotoFinish enables GDI to self-identify and address issues proactively, without waiting on a complaint or Management inspection.
- **Performance quality and accountability:** Provides inspections with daily visibility and validation of cleanliness execution. If photos are not submitted, GDI management is notified immediately.
- **Performance through visuals:** Allows for optimal performance, quality, reporting, analysis, and accountability.

GDI Tracker: The Future of Facility Service Tracking

Leveraging the power of AI, GDI Tracker is an IoT based service that is a tracking and reporting solution, enabling compliance with service audits and quality management best practices.

GDI Tracker provides operators the ability to monitor all services for compliance, tenant communication, and efficiency. This is provided in real-time visualizations of floor plans and can be filtered by job routine, duration, or zone.

It also generates reports on compliance and internal follow-up processes to address any non-compliant tasks. GDI Tracker features email alerts so no notifications are missed.



Key components and benefits

- Offers visibility to managers to review plan vs. actuals for daily service management
- Employee patrolling and tracking capability
- Cost-effective solution to address slip and fall incidents
- Integration available with QR code feature for greater transparency and accountability

GDI: a Leader in Robotics Deployment

With the ongoing skills shortage in the facilities management industry and increasing pressure to effectively manage client costs, the introduction and effective use of robotics will continue to expand.

The benefits include increased consistency, quality, and long-term financial benefits. Clients have also benefited as the time and energy they were traditionally using to operate manned equipment can be deployed on other high-priority tasks, increasing the overall quality of service provided.



Training videos are available 24/7 online and through team training sessions.

Human Resources Information System (HRIS)

We are now deep into the integration of a new workforce management solution to bring our team and capabilities to the next level. This technology will increase efficiencies across the company, improve our ability to support and reach our team and measure and monitor our performance. This investment will improve our stakeholder experience across the board.



CUSTOMER EXPERIENCE

Improved reports and response time.



EMPLOYEE EXPERIENCE

Instant access to information; improved training; surveys.



APPLICANT EXPERIENCE

Reduction in paper expedited process.



MANAGER EXPERIENCE

Improved metrics to help us run the business and effectively manage our employees.

TRANSITION PLAN

GDI is well experienced in all facets of transition management in facilities operations and maintenance. Having transitioned numerous facilities in recent years, we understand the importance of developing comprehensive mobilization plans in close collaboration with the client and all stakeholders in the critical first weeks of our engagement in a contract.

In a typical new transition, GDI will commit resources and experienced team members to develop processes, assume operations, and mitigate risk during the transition phase and to ensure that the changes at the client's facility(s) are seamless for all building occupants.

GDI understands the present transition requirements and has an established staffing model, operations, and back-end processes already in place. However, GDI considers it to be a best practice to conduct proper kick-off and review meetings to ensure seamless transition from one contract period to another. In essence, these activities can be encapsulated in a truncated transition plan. This attention to detail ensures that going forward GDI can continue to operate in the customer's best interest. Periodic reports will be made to the customer regarding timeline progress.

The transition team representatives include:

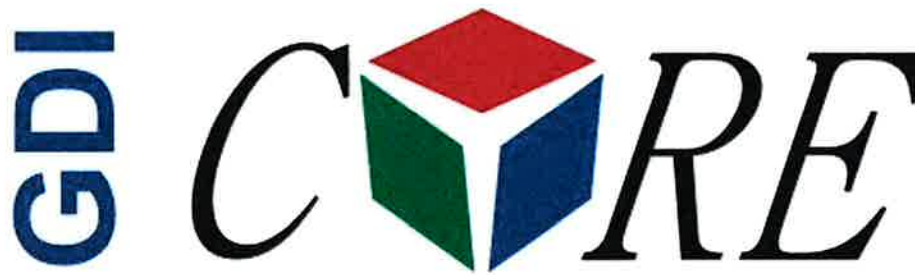
- Safety
- Human Resources
- Purchasing
- Site Management
- Divisional Management
- Training Specialists
- Service Engineering
- Senior Management
- Labor Relations

Upon notification of start date, a transition timeline will be developed by our transition team. They will schedule the following:

- Initial meeting with customer representatives
- Security procedures
- Key control
- Listing of unique requirements for your facility
- Blueprints and maps
- Periodic/project work schedules
- Equipment list
- Supplies list
- Human Resources' needs
- Special training
- Interim meeting with customer representative
- Hot spots
- Work rules
- Purchasing of equipment and services
- Delivery of equipment and supplies
- ID cards
- Uniforms
- Facilities manual
- Inspection schedules
- Employee orientation/training
- Emergency call listings
- Meeting with customer representatives just prior to start up

Transition Plan Sample





GDI C.O.R.E.

GDI Corporate Operational Regulations for Excellence

DOCUMENT NO.: F800-0007

DATE ISSUED: 08/21/2018

Unless otherwise indicated with “N/A” under Document Number, this manual is a controlled document. The document number assigned to this manual is registered within GDI’s quality document control system referenced in GDI Quality Manual Section 4, Sub-Section 2.3 Document Control.

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Revision Log

0.2

Rev.:	Date:	Responsible Person:	Description of Change:
1	08-21-2018	GDI CORE Team	Policy creation & Release
2			
3			

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Introduction

1.0

1.0 General

This quality manual supplements GDI Services Inc.'s (GDI) ISO 9001:2015 standard as well as the ISSA's Cleaning Industry Management Standard (CIMS) 1101:2006 standard.

The content of this manual applies to all operational units and regions of GDI – U.S. and are controlled within the GDI Quality Manual Document Control policy: Manual Section 4, Sub-Section 2.3

GDI performs a variety of contracted facility services (primarily janitorial and food plant sanitation services) to large corporate office centers, multi-tenant complexes, corporate headquarters and food processing plants. GDI's operational units have been providing such services dating back to 1910.

GDI has been a leader in the facility services industry and a pioneer in its quality programs being one of the first janitorial companies in the United States to receive ISO 9002 certification. GDI was also one of the first twenty privately selected firms in the world to become charter members to ISSA's janitorial quality standard known as Cleaning Industry Management Standard [CIMS 1101:2006] and achieved certification with honors.

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GDI C.O.R.E. Defined

2.0

2.0 GDI C.O.R.E.

GDI Corporate Operational Regulations and Edicts (GDI C.O.R.E.) was conceptualized at the Senior Management Meeting of 07 February 2018 and authorized by GDI's Chairman and U.S. President/CEO.

GDI C.O.R.E. is a base structure of GDI's operational organization covering all major aspects of duties at GDI that effect the securing, planning & design, starting and operating & maintaining service delivery.

2.1 Application

GDI, through the efforts of all its employees, will pursue the highest levels of quality to exceed our customer's expectations in the daily endeavor to deliver quality servicers in a safe and professional manner.

We will achieve this through cross-functional teamwork, communication (internally and externally), adherence to the ISO 9001:2008 and CIMS 1101:2008 Standards and a dedicated commitment to our mission, values, principle statements and policies set forth in GDI C.O.R.E.

Responsibility for operational execution of service delivery & the quality thereof, lies with management and with each individual employee and department within the organization. All individuals charged with a responsibility within the quality management system are ultimately accountable to the President / CEO.

The Vice President of Quality - U.S. has full authority and final responsibility for ensuring that all activities conform to the quality management systems and GDI C.O.R.E. through training, resource management and compliance auditing. Should any disagreement arise between the Vice President of Quality - U.S. and GDI departmental personnel concerning a quality matter, the problem shall be referred to the President / CEO whose decision shall be final and in concert with the requirements of the quality management system.

2.2 Quality Policy Statement

GDI, through the efforts of all its employees, will pursue the highest levels of quality to exceed our customer's expectations.

We will achieve this through cross-functional teamwork, communication (internally and externally), adherence to the ISO 9001:2015, CIMS 3000:2018 and GDI C.O.R.E. Standards and a dedicated commitment to our mission, values and principle statements.

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We see our mission as an established and innovative leader in the facility services industry, with a commitment to provide quality services and exceptional value. This is accomplished through continuous improvement, profitability and long term growth by empowering our employees to exceed our customer's expectations.

GDI defines itself through the following values and principles:

- We will focus all of our energy toward effectively satisfying the needs of our customers both internal and external. The voice of the customer will be made heard throughout the organization.
- Our employees are our most valued assets. It is the focused work of our trained employees that makes up the heart of our business. We will involve employees on all levels in the continuous improvement of our quality services.
- We will use the best available cleaning and finishing supplies, equipment, and methods. New ideas, technologies and products will be continually incorporated to help maximize the value of the services we offer our customers.
- We will do what we say we are going to do.
- We will stand behind our service and our employees.
- We will not compromise our commitment to:
 - The environment
 - The laws of our country
 - The ethical conduct of our business
 - The rules and policies our customers have in place at their facilities.
 - The standards of safety we have in place for all employees.

Responsibility for quality lies with management and with each individual, section and department within the organization. All individuals charged with a responsibility within the quality management system are ultimately accountable to the President / CEO.

The Vice President of Quality - U.S. has full authority and final responsibility for ensuring that all activities conform to the quality management system. Should any disagreement arise between the Vice President of Quality - U.S. and GDI departmental personnel concerning a quality matter, the problem shall be referred to the President / CEO whose decision shall be final and in concert with the requirements of the quality management system.

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Definitions

3.0

Customer

The word customer refers to the 'end user' of our services or the individual(s) that occupy and use the facilities we services. Commonly a customer refers to the tenants or employees of our *client*.

Client

The word client as used throughout the quality system manual and related documentation refers to the company or company representative that has retained services from GDI.

Contract

The term *contract*, references a written agreement to provide services for a defined period of time and the type of services provided. Contracts are often a legal document but some clients may issue detailed purchase orders in lieu of.

Document

Where the word document, or documentation, is used, it can refer to a physical text document or a computer file.

Gender

The use of the masculine (his) or feminine (her) form is meant to be inclusive and does not preclude any other gender or gender identification.

Record

A quality record may be in documented or electronic format.

Specifications

Any service requirement that defines the customer's expectations, and thus the service delivery GDI will provide and bill for, is considered the specifications. These are often listed as specifications but also referred to as Master Sanitation Schedule (MSS) or Service Level Agreement (SLA) or Scope of Service (SOS) as well.

Service Delivery

Terminology referencing the execution and successful completion of a contracted GDI service at a client's facility.

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Quality Operating System (QOS) Management System 4.0

4.0 Quality Operating System (QOS) Defined

GDI has established specific parameters that all operational departments and regions shall adhere to. These parameters are listed in section 4 with expanded guidelines on each element to further help management assimilate that element into the daily, and ongoing, operations.

These elements of the QOS are key to who GDI is and how we want to operate as a unified force within our industry. It is, to quote a popular phrase, the “GDI Way” and should not be deviated from nor amended without prior review of service delivery / customer impact and full disclosure to GDI executive management and their approval thereof.

4.1 Definition of Service

Those who fail to plan, plan to fail. No phrase is truer in all that GDI does. To that end it is imperative that all GDI work sites [work sites are defined as a geographic location where any form of GDI service delivery occurs. Work sites may be a singular location/account or may belong to a great collection of locations within one larger account] have documented definitions of service at the work site level as well as operational and administrative level.

4.1.1 Scope of Service

The scope of service [specifications] for all service types delivered to a specific location shall be posted at said location. Additional copies should also be held at the nearest GDI operational office.

4.1.1.1 The most updated/revised copy shall be posted and all older copies removed from the work site. Older copies of the scope of service may be maintained at the governing GDI operational office and/or with sales.

4.1.1.2 There shall be a formal service delivery plan to ‘translate’ the meaning of requirements of the scope of service into a deliverable program as defined in 4.3 Quality Plan.

4.1.2 Purchase Order – authorization of work

4.1.2.1 A formal document from the client authorizing work shall be secured before service can commence. Such documents shall be maintained and not allowed to lapse. Written communications are allowed to start work but a purchase order or sign contract (GDI or Client’s) should eventually be secured. Approved authorizations of work may include:

4.1.2.1.1 Purchase Orders – for clients that work via a purchase order system every effort shall be made to secure said purchase order prior to start

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of work (regardless of one time project or ongoing service delivery).

4.1.2.1.2 Signed contracts

4.1.2.1.3 Written communications (letter or email) authorizing specific work.

4.2 Quality Plan

The quality plan is the detailed analysis of the specifications of an account and/or its work site that is engineered into a viable work plan that accomplishes the required specifications within the budgets set forth in the overall agreement. The plan will also establish improvement opportunities and commits GDI to working, within a methodical way, with the client to fully deliver the service(s) contracted.

4.2.1 Site Plan

A site plan (manual, book, binder) shall be developed to encapsulate the full complement of services being delivered to a specific work site. The Site Plan shall contain the following sections as a base minimum:

4.2.1.1 Specifications

4.2.1.2 Job Descriptions – based on those positions at the site. Job Descriptions should be customized where ever possible.

4.2.1.3 GDI contact – escalation list. A list of names and phone numbers of GDI managers and executives in order of first to call to last (being the regional GM/Executive).

4.2.1.4 Client contact – escalation list

4.2.1.5 Safety: copy of SP-02 (Corporate Safety), SP-05 (HazCom) and copy of SP-07 (Hazard Assessment – completed. Official copy must be POSTED.

4.2.1.6 Copy of system / method of service execution for the work site. Maps, list of service areas by cycle or other.

4.2.1.7 Employee contact list for service support.

4.2.2 Service Engineering System

Sometimes called a 6 Point System or Focus System – a service engineering system that breaks down the specification's daily and weekly duties into a methodical program that can be communicated via policy, mapping or other logical methods.

A specific 'one-way' method does not fully work here but there must be a multi-point system defined that covers all required daily and weekly (periodic may also be included) specification items in a repeating and on-going systems. The two acceptable GDI methods are:

4.2.2.1 Focus System (F800-0002)

The focus system break all tasks into 4 or 5 service days so that by week's end all daily and weekly service items have been fully delivered.

Using floor maps the facility is color coded. Yellow marks all areas that are serviced daily. Subsequent colored areas represent each day of the week where a portion of the weekly specification is delivered. Daily duties exist throughout the work site (trash, rest rooms, spot cleaning of walls and floor) and the weekly service items (detail vacuuming, cleaning of desks, high/low dusting, etc) are accomplished on the designated focus clean night.

4.2.2.2 6 Point System

The 6 Point System is a six weekly breakout of service tasks for the work site. The daily tasks are listed and followed each day. All other tasks are placed into a week (week 1 – week 6) and each day of that week specific tasks are scheduled for completion.

The 6 Point System incorporates both weekly and periodic (monthly mainly) specification tasks into a systematic delivery approach. For monitoring and successful execution all sites within a region, or market, should be following the same weeks to allow management to track, guide employees and test the success of the service delivery.

4.2.2.3 Work loading systems

GDI has two systems to work load work, especially periodic work, to monitor, issue work tickets and validate service delivery (InView scheduler or Master Service Schedule). For larger accounts one of these system shall be utilized to ensure proper service delivery execution and consistency.

4.3 Monitoring

GDI monitors service delivery to ensure a conformity of service delivery, conformity to our GDI CORE principles and to allow for continual improvement in the effectiveness of the QOS.

4.3.1 Service Delivery – Internal

Every job site shall be set up with GDI Inspect as the ONLY authorized inspection and service delivery validation tool at GDI. Inspections shall be conducted by site managers, area managers, regional executives, and authorized clients.

Training shall be provided for all users so the system is utilized fully and the scoring system is understood and implemented to the inspected area properly.

Although the frequency of inspections vary by work site small accounts with no site management should be inspected at least monthly. Accounts with larger crews, full weekly service should have 2+ inspections a month.

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Larger accounts, to include those with site management, shall inspect no less than weekly.

4.3.2 Service Delivery – External

External monitoring involves gathering the input of our service delivery success from means other than GDI operational managers. Most typically this is random surveys, opinion cards placed at the site or other methods approved by GDI Quality, GDI leadership and the client.

At large accounts it is highly encouraged that external surveys be employed to help capture end user opinions that can be highly beneficial in identifying small issues and resolving them quickly. GDI also sees such external monitoring as good relationship building with end users, and thus with our direct client representatives as well.

Any use of service delivery monitoring via a survey shall allow for a collection point directly to the client and then a handover to GDI to maintain a sterile data collection method.

4.3.3 Key Performance Indicators (KPIs)

It is important to monitor the work we do for without such monitoring any planning, engineering or design in the future is based, in part, on guess work – which is not acceptable at GDI. We shall manage by facts, and not ‘what ifs,’ or vague guesses.

To that end, base KPIs are established for all accounts. It is completely acceptable to have additional KPIs at an account so long as the data collection is logical, does not create a labor burden on operations or administration and has actual value that is usable on an ongoing basis.

4.3.3.1 Required KPIs are:

- Turnover
- Training Documentation
- Hours to Budget to Actual
- Safety statistics: Near Misses and Incidents

4.3.4 Review and Analysis of Data

GDI collects, analyzes appropriate data to demonstrate the suitability and effectiveness of the quality management system, and evaluates where continual improvement of the quality management system is required. This includes data generated by monitoring and measuring activities and other relevant sources such as customer surveys, internal audits or and KPI data.

The Vice President of Quality - U.S., regional Vice Presidents of Operations and Regional General Managers are responsible for the analysis of data from the field while department heads are responsible for

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all other data analysis that pertains to other aspects of GDI's quality management system.

Analysis of data takes place at several stages throughout the service cycle, notably monitoring and measurement of processes. All operationally based data is analyzed and reviewed within Quality Service Reviews (QSRs) with GDI and its individual customers (externally) as well at the site, regional and executive management levels of GDI (internally) on a more frequent and continuing basis.

Operations shall monitor and analyze data to understand day-to-day fluctuations and use to make informed decisions at both the site and area/regional level.

4.4 Review of Service

GDI shall maintain consistent and ongoing communication with our clients to ensure they understand our actions and situation per the work site service delivery, as well as to allow for the client's voice to be heard throughout GDI to again effectively delivery the quality and value the client should expect from GDI: We shall LISTEN, RESPOND, and ACT.

4.4.1 Ongoing Site Communication

Site communications to the client shall follow the escalation ladder established (see §4.3.1.3) for that specific job site. Care shall be taken to make sure the communication ladder allows for effective communication for site employees and managers to communicate internally with their GDI support teams (operations, safety, HR, payroll) as well as to communicate effectively with the client on a continued basis (daily/weekly).

Online systems, such as GDI's InView, should be utilized, whenever possible and logically, to enhance this multi-directional communication in an effort to be efficient and to document said communications.

4.4.2 Quality Service Reviews

QSRs are not a replacement of ongoing site communications (§4.5.1) but are a periodic (recommend 1-4 times per year) means to review past action plans (those from past QSRs), review all aspects of service delivery to that account or work site, and to allow for the improvement process and problem solving process to flourish.

QSRs may not always be possible or logical to conduct in regards to smaller accounts, however, they should always be conducted where possible regardless of account size. QSRs are shall be conducted at account that achieve any of the following criteria:

- National account with 2 or more locations in any region
- Accounts where annual revenue exceeds \$250K
- Accounts that have a high public GDI visibility

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- Accounts that are of a mission critical nature

QSRs shall follow the following structured format:

Opening

Review of action plans from last QSR and their status

Safety

Corporate statistics (EMR, TRIR, DART)

Site data (incidents, near misses & recordables)

Review of recent Safety Reviews and current active review

Staffing

Review of staff by shift and numbers

Review of turnover (from ADP turnover report)

Service Review

GDI Inspect Dashboard charts

Survey results (where applicable)

Upcoming periodic work

Invoicing

Open Conversation

Continuous Improvement

Items for the 'greater good'

A GDI representative shall take detailed notes during the QSR and complete a Service Review Memo Report and submit to U.S. Quality for electronic storage.

QSR teams shall be comprised of GDI site management representation, regional operational representation as well as the GDI executive most directly involved/responsible for the account. GDI is to encourage its client to assemble a small team of vested persons to represent their needs and desires. In the event the client does not wish to participate, then QSRs shall be held internally and the meeting minutes memo and data reviewed shall be sent to the client's representative to GDI.

Upon the completion of a QSR the GDI direct representative shall send their direct client contact a QSR Evaluation survey [F610.0161]. This survey should be completed by the client and sent back (mail or electronically). The purpose is to offer a final summary of the client's overall satisfaction and to assure that GDI has properly identified in its interaction with the client, the client's true satisfaction.

4.4.3 Automated-Web Based Communications

GDI incorporates, beyond the base email systems, several automated systems to effect communication between GDI (primarily operations) and its clients.

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In-View

GDI In-View allows for work order (client or GDI initiated) communication, document sharing, and posted calendared work scheduling through one web-based portal that is secured by user login and specific site access. This system should be deployed for larger accounts and accounts with multiple locations as well as accounts that have detailed oriented clients or services where documented communication is a key factor to service delivery success.

Master Service Schedule

The Master Service Schedule (MSS) is a web-based program that allows all service tasks at a work site to be imputed into the system. Each task is then assigned frequencies with start dates and end dates (if there are any) along with ability to assign staff, documents (such as SOPs) and identify work locations where the task is performed (as well as sub-locations within the site as well).

MSS will then schedule, into perpetuity, all work on weekly notification schedules. Alerts are sent when tasks are not closed to assure service items are not missed. Detailed data is entered to close a task providing copious data on GDI's activities at the work site.

Reports are generated to issue work tickets by department, supervisor, service type or shift or even shift. Reports are also available on completion to target ratios and also tracks time spent on each task to that budgeted for said task.

The MSS should be used for large, complex service locations and all food sanitation locations where other customer required systems are required.

4.4.4 Corrective Action Reviews (CARs)

A Corrective Action Review (CAR) is a formal and documented method to analyze a failure at its root core, identify causation and plan actions to abate the failure which shall include monitoring validations.

CARs may be initiated by any managers or executive for any service delivery issue, issue that could affect service delivery, and for all safety incidents that are deemed severe or are/become recordable per OSHA standards.

There are 8 initial sections that require action when opening a CAR and closing the CAR. GDI utilizes a version of the Eight Disciplines (8D) of Problem Solving and also incorporates aspects of the Deming circle/cycle

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wheel of continuous improvement of processes. GDI breaks its problem resolution (safety or quality) into the following actions steps:

4.4.4.1 Report

A problem, process failure or safety incident that requires a CAR must be immediately reported to regional operational / executive team as well as upper management for awareness and action team development.

Organize

A team is developed to review the situation and follow the process through to full resolution. There is no set team size but typically 2-3 members.

Safety based CAR teams shall be comprised of: VP of Safety, VP of HR-US, local HR representative to the region of specific CAR, regional operations executive and site manager. Other members will be added as each situation may require.

4.4.4.2 Define

The problem or non-conformance situation is defined and documented in a new CAR via GDI's online system (login.gdi.com – Work Order System-Corrective Actions) and department heads and executives are alerted to the CAR for their continued monitoring and input.

4.4.4.3 Contain

As some issues take time to investigate and develop long term preventative solutions, interim containment actions are employed. These are documented in the CAR as a Temporary Solution. Such temporary solutions may or may not develop in to permanent solutions.

4.4.4.4 Analyze

As the team investigates the non-conformance issue they start to identify issues, reasons and actions (internal and external) that aligned to cause the event. These 'root causes' may be direct (without them the issue would not have occurred) and indirect (a contributing factor but did not cause the issue on its own) and each shall be document within the CAR.

It's important to understand that problems, such as a process failure or safety failure, do not often have only one contributing factor that caused the undesired event. Management must take time to investigate all possible causes and list them knowing that

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one cause may have a higher contributing factor than another but all played a role in the failure and must be analyzed.

4.4.4.5 Validate

Each causation event found during the analyzation step shall yield one, or more, action plans to both correct the deficiency as well as plan out its future reoccurrence.

As action plans are initiated and implemented, they must be given time to fully cycle naturally within the system and only then may be validated to their effectiveness in their preventative mission.

4.4.4.6 Closure

Once all action plans have been issued, implemented and validated the team will review the CAR, distribute to all parties (internal and external (customer)) and then close the CAR.

4.4.5 Preventative Actions

Preventative actions are taken whenever there is the potential of a nonconformance occurring if all variables in play are not somehow altered. This applies not only to the quality operating system but all systems and processes within GDI. Any preventive action taken to eliminate the causes of actual, or potential, nonconformities is, to a degree, appropriate to the magnitude of the problems and commensurate with the risks associated.

Preventive Action may be initiated from several sources, which may include, but not limited to:

- a. Customer correspondence
- b. QSRs
- c. Internal quality audit results
- d. Safety

4.4.5.1 Safety & Preventative Actions

Safety audits are conducted to look for areas of potential failure and to take corrective actions in advance of an incident. Safety audits are also designed to verify all safety policies and postings are in place at all times and trainings are conducted as well. All audits are stored on site, or in regional operations offices if there is no site office. The frequency is determined by site activity and size:

- 1. Small accounts: \geq quarterly
- 2. Large accounts (w/ manager): \geq monthly
- 3. Manufacturing/Food plants: \geq 2-4 monthly

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Discussion, review and monitoring of all corrective actions take place in the monthly management meetings of top GDI management as well executive management regional meetings.

As part of preventative action all sites shall be covered by a safety team. Teams are set up for each large job site, or any industrial or food manufacturing site. Smaller accounts shall fall under localized safety teams as determined by regional operational management. All safety teams shall document their meetings and submit to GDI Safety U.S. a Local Safety Committee Report [F300-0093]. GDI will also conduct periodic annual safety audits [F500.0001] as a more detailed and all-encompassing audit. The VP of Safety U.S. shall set the annual audit schedule by quarters and notify targeted sites to complete their self-evaluations. VP of Safety, in cooperation with operations, shall also determine which sites will receive further on-site auditing as well.

All local audits, annual audits, and safety teams are established and maintained to provide the best possible preventative measures to keep our employees safety and healthy. There shall never be deviations for this end goal.

4.4.5.2 General Preventative Actions

During the course of customer reviews (formal=QSR or informal meetings), internal audits or various management meetings any discovery of a potential failure of a procedure, system or policy (administrative, safety, operational or other) shall be documented and appropriate executive alerted.

The Preventative Action (PA) shall be evaluated for authenticity by the appropriate party(ies): Executive Management Team, Safety Committee, Department Head or other executive or manager with oversight to the potential procedural issue. Once an evaluation has been completed the appropriate party(ies) shall approve the PA or determine no potential failure to a process is present and the issue is automatically closed.

Upon review of PA a determination of effects and actions shall be conducted. This can be done in executive management meetings, committee, audit teams or individual work.

Based on the initial evaluating review corrective measures shall be determined to prevent the potential issue. All procedures, policies and directives that would be 'touched' by these measures

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shall be updated and said updates properly recorded in the change log.

A record of all PAs shall be maintained through same process as a CAR (§4.5.4).

4.4.6 Service Delivery Monitoring

Monitoring of work shall be conducted in process as well as post completion.

4.4.6.1 In process monitoring

As work progresses during a work shift it's important that ongoing efforts are monitored to be sure employees are working effectively and in a safe manner. This task of monitoring on a macro level falls to all employees – we are our brothers/sister's keep and shall look out for each other.

Working leaders, supervisors and managers at a job site shall further monitor active work throughout the shift. Execution and adherence to the plan, professionalism of the staff while they work, the following of all work site rules and EH&S shall all be monitored.

Where deviations are found, on-the-spot alterations shall be made to prevent even a partial service delivery failure. In the event a situation is identified where service delivery will not be fully effective than the GDI manager/supervisor shall notify their GDI up-chain supervisor to alert all internal parties of the issue. At the account management level a decision will then have to be made when, and how, the client is to be updated to the event.

4.4.6.2 Post completion monitoring

Post service delivery monitoring may be conducted by site management, clients, account managers and account executives, all using GDI Inspect as the formal mechanism to capture the accuracy of a service event.

Other methods of monitoring may be implemented, such as paper or e-surveys, to further define client satisfaction, but GDI Inspect shall be used on all janitorial accounts as our primary method to inspect and report results to the client and internally to GDI management.

Although there is no set frequency on inspections, monitoring shall happen at every service event and post inspection should be frequent enough to have no less than 3 formal inspections monthly in the system. This base minimum is needed to build

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trend lines to properly analyze data and determine trends for account monitoring, continuous improvement and preventative actions.

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Service Delivery

5.0

5.1 Service Delivery Plan

- 5.1.1 Work Loading – As sales and operations plan a new account, or operations audits an existing account, there shall be an accurate accounting of the number of labor hours needed to accomplish the work as laid out in the scope of work and the requirement to achieve customer satisfaction all while being profitable.

Work loading is a complex process that requires a detail to attention and knowledge of the industry. Larger accounts where site management is in place should take full advantage of GD Calc to further define all aspects of the account for future bids, budget changes, and detailed reporting to clients.

- 5.1.2 Cost Determination – as jobs are being estimated it is critical that GDI Sales understand they are not an island unto themselves. GDI Sales shall collaborate with the following departments to guarantee that proper cost determinations are being achieved:
- HR – verify all comp and unemployment rates issued by HR are correct for the state, county and city you are bidding. Also, verify the wage market for the specific area to which service is to be provided. DO NOT go on what you think is a fare wage – you must consult with HR on every bid.
 - Finance – Verify all tax rates needed and discuss all capital expenditures. Any money that needs to be accrued for later services, or other reasons, shall be reviewed with finance before bid submittal.
 - Operations – shall have a detailed role in determining labor budgets when building your cost determination. Operations shall also consultant needed equipment and both Operations and Sales shall always consider where new technologies and techniques can be applied.
 - Purchasing – shall be consulted as final equipment determination is made. This can be done separately or in conjunction with discussions with Operations. Purchasing shall provide accurate estimates of equipment costs based on final determination.
 - Safety – shall inform safety of any work that may impose safety PPE requirements outside of normal office cleaning. Various exams, certifications, and PPE can be costly and unavoidable and as such safety must be consulted to make sure (1) the job falls within safety parameters to perform and (2) needed costs to execute the work are factored into the cost determination.
- 5.1.3 Job Budgeting shall be completed for (1) every new job start and (2) whenever there is any change in the initial job start document. A job start form [F100-0040] shall be completed for every job GDI provides services at.

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The Job Start form shall contain the following information at a base minimum: Breakout of all labor hours and wages, total supply and expendable supply budget, total equipment cost (total and monthly amortized cost), all taxes (payroll, federal, state, local, comp & unemployment), operating costs, overhead, and profit. The Job Start shall also have all billing information, P.O. information and client AP contact information.

Once completed all new/revised Job Starts are to be sent to: administrative assistant (for filing), finance, and operations.

- 5.1.4 Work Plan – each job site shall have installed at the site:
 - 5.1.4.1 Job Descriptions: GDI’s general job descriptions should be revised with a site specific version to accommodate special site specific conditions if they exist.
 - 5.1.4.2 Work Instructions: general work instructions / standard operating procedures (SOPs) shall be located at the work site and employee’s trained to the GDI documented way of procedural cleaning. GDI video training shall also be accessible and utilized at all sites where applicable.
- 5.1.5 Emergency & Contingency Planning
 - 5.1.5.1 FMEA (Failure Mode Effect Analysis) or similar document shall be created to plan for possible service delivery failure (in part or whole) with general plans on how to service the account in such situation. Focus shall be (in order): rest rooms, trash, eating areas, entry-common areas then offices and general cleaning last.
 - 5.1.5.2 The Service Delivery Plan shall have contact information list and presented to the client as to who, within GDI, to call for emergency response and disaster recovery needs.
 - 5.1.5.3 Prior to job start, a complete plan of client communication and special request systems shall be implemented using GDI’s system, the client’s, or a mixture does not matter.

5.2 Purchasing

- 5.2.1 Approved Suppliers – each GDI operating unit / region shall maintain an approved supplier list. Suppliers (labor, services, and materials) shall be properly vetted in a documented program that gathers: safety data for vendors supplying labor / labor based services (EMR, TRIR, DART), proof of insurance listing GDI as a secondary insurer, any quality certifications, 3 financial references, and should demonstrate ability to provide services required at a competitive price.
- 5.2.2 Annually Purchasing shall complete a ‘desk audit’ of all supplies to verify insurance and other relevant data sensitive information remains valid and coordinate with Operations (end GDI user of vendor’s services) remains satisfied with vendor’s performance. Any issues shall automatically place a vendor in a suspended status where no new work is issued until the problems are resolved, validated fixed. Failure to achieve this shall place

the vendor in a removal / no work (current or new) status. Once a removal status is initiated the vendor shall be forbidden to work for GDI (including subsidiaries and other holdings) for a period of no less than 1 year.

- 5.2.3 Equipment evaluation – Purchasing shall, working with feedback from Operations, determine the satisfaction of specific types of equipment and supplies, the performance of the same and understand any concerns that are being experienced in the field.
- 5.2.4 Purchasing shall strive to standardize chemicals and equipment and, whenever possible, secure such items that are energy and environmentally sound (reduced carbon footprint).
- 5.2.5 Capital equipment shall be tracked by job site. Equipment that is removed, transferred, or discarded shall be accounted for (removed from site logs and placed (if moved/transferred) on new location logs).

5.3 Service Plan Reporting

- 5.3.1 Operations shall be made aware of labor and material (supplies and equipment) budgets no less than monthly. Operations shall analyze said budget reports and operate accordingly to the findings.

5.4 Site Capital Asset Preventative Maintenance

- 5.4.1 All capital equipment shall be inventoried and documented in GDI's MSS system or at least on file. This inventory should be updated no less than once annually.
- 5.4.2 Preventative maintenance schedule for all capital equipment shall be established with monthly check off sheets to verify that PMs are being followed and by whom.
- 5.4.3 Records from PMs shall be maintained at job site office or regional operational office in the event of no site office.
- 5.4.4 All equipment, and supplies that do not conform to GDI standards, shall be removed designated product non-conforming area as posted. NO other items shall be placed in non-conforming area other than those to be removed from the site by GDI vendors for disposition and/or repair.

Human Resources

6.0

6 GDI's Human Resource Commitment – Policy

The Human Resources Department (HR) is committed to providing high quality service to all internal and external customers (applicants, candidates, current employees, past employees and GDI customers) and to treating such individuals with respect, good care, and individual attention from their first inquiries about position vacancies, services and programs, through retirement. HR will contribute to the company's durability and profitability by supporting the vision, goals and challenges of GDI Services Inc., controlling costs and helping to retain, support and develop our most valuable asset, our diverse workforce.

We will achieve this by developing, utilizing and continuously improving a comprehensive human resource program, which covers: recruitment, hiring, risk management, employee relations and employee development. Our services are focused on promoting a work environment characterized by fair treatment of employees, open communications, personal empowerment, accountability, trust and mutual respect. We provide leadership and guidance in the development, implementation, and equitable administration of policies fostering a positive work environment. We seek and provide solutions to workplace issues that support the principles of GDI and its customers. We value and promote honesty, integrity, professionalism, confidentiality, accuracy, accessibility and teamwork.

We are committed to continuous improvement of our operations and the services that we provide. To achieve our goals, we recognize that the quality and content of our services is determined by our customer's needs and changing expectations. It is our policy to continuously watch and identify the changing needs and expectations of our customers; achieve efficiency in our operations, attention to detail and responsiveness to our customer priorities; provide quality service on time, and; provide an environment where continuous improvement is encouraged and rewarded.

6.1 Policy

- 6.1.1 GDI has established an Employment Policies and Procedures manual (Revised September 2017) as the general guide for all GDI operations to follow.
- 6.1.2 The Policies and Procedures Manual shall be maintained and updated by GDI H.R. and communicated to the company via distribution to regional leadership who in turn are responsible for mass distribution without exception.
- 6.1.3 Full compliance with these policies by all GDI leadership and employees is required. No deviations are permitted without executive support and H.R. notification.

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6.2 Hiring

Recruitment – GDI Services Inc. is committed to employ, in its best judgment, suitable candidates for approved positions while engaging in recruitment and selection processes that are in fair and equitable and compliance with all applicable employment laws. It is the policy of GDI to provide equal employment opportunity to all applicants and employees. The policy is based on the following underlying principles:

- 6.2.1 Employment Requisition form will be completed for every vacancy – this will include all pertinent information including authorization from the proper department heads.
- 6.2.2 A job description will be prepared, if one doesn't already exist including the duties and responsibilities
- 6.2.3 A job advertisement will be prepared, based on the job description and including the job detail such as working hours, work location and job requirements in regards to required experience or professional competence.
- 6.2.4 Open positions will be posted on career sites to solicit resumes and employment applications
- 6.2.5 Other advertising sources may be used as needed: flyers, radio ads, newspapers, etc.
- 6.2.6 Resumes and applications will be preliminarily reviewed to screen out those who lack the desired level of skills and competencies for the job.
- 6.2.7 Telephone interviews may be conducted to further screen candidates prior to in person or video interview.
- 6.2.8 An in-depth assessment will be conducted of all candidates chosen through interviews, skills tests and verification of stated employment records and qualifications, to select candidates with the highest potential for job success.
- 6.2.9 Applicants chosen as a candidate for interview, will be informed on the application procedure and the details of the vacant position.
- 6.2.10 All applications/resumes received in response to our ads will be held for one year and then destroyed in a manner which will protect our applicant's privacy.

6.3 Selection and Position Placement

With the many laws, regulations, and ethics surrounding the practice of hiring persons, the following principles shall be followed in the process of selecting and placing candidates for any GDI position:

- 6.3.1 The recruiting professional will ask questions which are relevant to the position and/or job performance and will refrain from asking any questions which would be considered a violation of employment law.
- 6.3.2 The applicant will be chosen on the basis of suitability with respect to the position.
- 6.3.3 The applicant will provide the company with true information it needs to form an accurate picture of the applicant's suitability for the vacant

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position and will not withhold information which may be important to the fulfillment of the vacancy.

- 6.3.4 GDI will obtain permission from the candidate before contacting third parties and/or other sources about the applicant. The intended information must be related to the position to be filled and may not disproportionately infringe upon the applicant's privacy
- 6.3.5 GDI will provide the applicant with a reasonable amount of information that the applicant needs in order to be able to form as complete a picture as possible of the job vacancy and of the company.
- 6.3.6 The information provided by the applicant will be treated confidentially and with due care; the applicant's privacy will be respected in all matters.
- 6.3.7 If an applicant submits a written complaint to the company, the company will thoroughly investigate
- 6.3.8 Should the company decide at any stage during the process that an applicant is not qualified to fill the position, the company will endeavor to notify the applicant verbally or in writing.
- 6.3.9 The application process is considered to be concluded if the position has been filled or if the company has decided that the position should be withdrawn.

6.4 Employment Retention

- 6.4.1 The HR team will measure and monitor turnover and communicate the metrics to the management team, so that adjustments can be made and processed and procedures can be assessed to ensure improvement.
- 6.4.2 The HR team will strive to conduct exit interviews with all willing persons to best understand reasons for exiting the company thus allowing for preventative measures whenever possible.
- 6.4.3 Management and leadership (operational and sales) shall make themselves aware, and react to, such metrics. They shall work with HR and work to build into staffing (active and proposed through the sales process) needed wages and benefits that reflect the realities and needs being reported by HR.

6.5 Site-Specific Orientation

Operational management shall address all specific unique aspects of each jobsite and shall provide training and awareness of such aspects to all staff working at said site. Such training shall be treated no differently than any other training at GDI in that it shall follow all training and documentation protocols.

6.6 Executive Development

- 6.6.1 Attendance at trade shows is encouraged and, in most cases, paid for by GDI.
- 6.6.2 Attendance / participation in seminars, college and university courses and industry specific training (ISSA, IEHA, IFMA, BOMA, AID,

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NASP) is encouraged and, in most cases, paid for by GDI, if prior approval is obtained. The management team is required to submit certificates of completion and/or attendance to such classes.

- 6.6.3 The leadership team shall be exposed to internal training in safety, HR, OSHA, ISO / CIMS and conform their work around such programs, policies and regulations.

6.7 Management Training

- 6.7.1 Leadership in a rapidly changing environment requires a diverse and evolving skill set. GDI's leadership team is encouraged to continually acquire new skills and hone existing skills to grow the business and enhance our impact
- 6.7.2 Attendance at trade shows is encouraged and, in most cases, paid for by GDI.
- 6.7.3 Attendance / participation in seminars, college and university courses and industry specific training (ISSA, IEHA, IFMA, BOMA, AID, NASP) is encouraged and, in most cases, paid for by GDI, if prior approval is obtained. The management team is required to submit certificates of completion and/or attendance to such classes

6.8 Employee Training

- 6.8.1 GDI shall develop and implement in a uniform manner training that is commensurate with the duties and expectations of each employee's function(s) at the company.
- 6.8.2 Employee training shall include base GDI safety training along with all GDI and regulatory reviews without exception.
- 6.8.3 Employees shall be trained on customer service and unique aspects of site service delivery through on-the-job training and any other means necessary to effectively communicate and deliver the tools our employees need to succeed.

6.9 Training Language / Format

Due to the diversity of our workforce it is difficult to offer all training in each of the languages spoken by our diverse staff; with fairness and equity in mind, training shall be offered in a format and/or language that is easily understood by the trainee, whenever possible. All documents will be available in English and some will be offered in Spanish (our second most prevalent language). We will do whatever necessary to help all employees to thoroughly understand the training materials.

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6.10 Security

- 6.10.1 Facility - Each Facility is different and comes with its own requirements for security. Site-specific Orientation (3.3) will cover security to ensure that employees are aware of security threats and concerns, their responsibilities and liabilities and are equipped to support organizational security policy in the course of their normal work.
- 6.10.2 Employee personal information – all employee personal information will be kept in a locked and secured area at all times; access will be limited to authorized HR personnel only. Employee medical records – will be kept in a separate file so that only HR authorized personnel have access.
- 6.10.3 Payroll data – all employees with access to the payroll system will be assigned a security level which will determine their level of access.
- 6.10.4 Employee Security – all hourly employees are required to clock-in and out of the building in which they are working so that, in case of emergency, their presence in a building can be confirmed.
- 6.10.5 Corporate Security – GDI shall maintain a locked and controlled access to all properties in its control without exception. Such controls shall include, at a minimum, the following measures/policies:
 - 6.10.5.1 Locked doors with assigned access. Key access should be limited and pin codes should be avoided – prox cards preferred.
 - 6.10.5.2 Staff IDs [with company logo, name and photo] to be worn by all personnel at GDI offices at all times. Visitor IDs, badges, or stickers should be incorporated into this policy.
 - 6.10.5.3 Visitor logbook and assigned escort for all non-site/office assigned staff shall be followed.
 - 6.10.5.4 A uniform emergency response process shall be maintained and followed at all properties / offices as laid out in Safety Policy SP-08.

6.11 Timekeeping & Payroll

- 6.11.1 ADP is the current payroll system used for GDI Services Inc. – all hourly payroll is processed at the division level and the Payroll Manager reviews and approves; all salaried employee payroll is processed by the Payroll Manager and the VP HR US approves.
- 6.11.2 Payroll will be processed weekly, bi-weekly or semi-monthly (salary) depending on the location, union agreement, or other requirements.
- 6.11.3 Epay/Blueforce is the current timekeeping system used for GDI Services Inc.– all hourly employees must clock-in using the device available at their worksite (phone, biometric scan, etc.).
- 6.11.4 Operations is responsible for managing, reviewing and approving all employee activity/hours to confirm all hours to be paid.

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6.11.5 Once the hours are approved by Operations, Payroll will download the hours/information from Epay and upload into ADP for processing

6.12 Risk Management

HR is committed to limiting company and employee risk and associated costs, through its practices.

- 6.12.1 HR will diligently work to fill open roles the moment the employment requisition is submitted.
- 6.12.2 HR will properly evaluate each candidate's knowledge, skills and abilities to fill an open position therefore limiting turnover and reducing associated costs.
- 6.12.3 The background screening process, as is determined on a jobsite basis, will be conducted to ensure all employees and customer employees are kept safe and to limit the potential for theft, fraud or misuse of facilities; this process will be carried out in accordance with relevant laws, regulations and ethics, and proportional to the business requirements, the classification of the information to be assessed and the perceived risks;
- 6.12.4 In order to ensure all candidates are treated fairly and equitably, HR will conduct an individualized assessment of a candidate's background screening results and will consider:
 - The nature and gravity of the offense or offenses
 - The nature of the offense or offenses in comparison to the environment of the position
 - The time that has passed since the conviction or completion of sentence
 - The nature of the job held or sought
- 6.12.5 HR will effectively communicate all pertinent policies and procedures and ensure employee receipt and understanding
 - By providing each employee with a copy of our Employee Guidelines Manual
 - By documenting this through a signed acknowledgement form which is kept in the employee file
 - By reinforcing certain key policies and procedures through an individual sign off provided/obtained in the hiring documentation process.
- 6.12.6 HR will always work to uphold the GDI code of ethics
 - By developing and enforcing policies which support our Code of Ethics
 - By immediately investigating any claim which violates our Code of Ethics (discrimination, harassment, disrespect towards coworkers, customers, environment, society, the company and its interests, the law, business standards, corporate policies and procedures)
- 6.12.7 HR will always protect our employees from discrimination and/or harassment as well as control the risk associated with discrimination claims.
 - By being available for all employees to contact for help, support or any questions.
 - By effectively communicating our policy to all.

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- By enforcing our zero-tolerance policy with regards to discrimination and harassment.
 - By training and coaching employees and the management team on the laws and company policies.
 - By immediately investigating any comments or claims with regards to discrimination and harassment.
 - By supporting and encouraging a progressive approach to discipline, whenever possible, to ensure the company's expectations are being clearly communicated and the employee is given every opportunity to meet expectations.
 - By ensuring thorough documentation is prepared and maintained on every employee complaint or discipline event at the time it happens.
 - By tracking and managing any and all complaints of discrimination and harassment
 - By thoroughly documenting the reasons behind every employee termination.
 - By responding to all complaints of discrimination or harassment, thoroughly and timely.
- 6.12.8 HR will manage all unemployment claims to control costs
- By ensuring terminations (voluntary and involuntary) are processed timely
 - By ensuring all involuntary termination recommendations are reviewed for fairness and compliance with the law.
 - By ensuring all terminations are properly documented.
 - By ensuring all unemployment claims are responded to on-time.
- 6.12.9 HR will manage all Workers Compensation claims to protect the employees and control costs
- By ensuring that all employees who experience an injury, accident or illness at work are immediately provided medical assistance and are provided all necessary support while they are recuperating.
 - By ensuring all accidents and injuries are investigated and documented in a thorough and timely fashion.
 - By ensuring all recordable accidents and injuries are promptly reported to the insurance company.
 - By ensuring all pertinent information, including suspicion of fraudulent claims is communicated to the insurance company.
 - By monitoring the claim status and recommending more aggressive investigation as necessary (surveillance).
 - By ensuring our return to work program is enforced whenever possible.
- 6.12.10 HR will ensure all employees working in environments where they may be exposed will be protected and that the company's interests will also be protected.
- By offering testing and vaccines, paid for by the company, to protect their health.

- By having employees sign a waiver if they refuse the available vaccines or testing.

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Health, Safety, & Environment

7.0

- 7.0 GDI shall maintain cleaning and maintenance services that are safe to our employees, users of the facilities we service, and the environment.

7.1 Regulatory Compliance

- 7.1.1 All GDI employees shall comply with all pertinent provisions of federal OSHA Hazard Communication Standards (HazCom) and all state requirements whichever is the more stringent. Key provisions that all divisions and departments shall comply with include, but are in no part limited to,

- 7.1.1.1 All GDI employees shall comply with the U.S. Hazard Communication Policy/program [SP-05] and be aware of revisions and updates.
- 7.1.1.2 The HazCom Policy [SP-05] shall be posted publically at every GDI office and job site and copies made available to any employee upon request.
- 7.1.1.3 Safety Data Sheets (SDS) shall be readily available for all chemical products at a site. Each SDS shall be fully up-to-date and match the exact formulation of the corresponding chemical product.

SDS books at work sites shall contain all chemicals located on the site and all chemicals that may, in the course of service delivery, enter the job site for any period of time. Safety Data Sheets for chemicals not utilized on site that do not meet the above criteria shall not be placed in site SDS books / manuals.

- 7.1.1.4 Access to SDS books/manuals shall be available to any employee on any shift without exception. At least one primary SDS book may not be locked in offices, cages, or other areas where any employee has limited access.

The locations of the primary SDS book shall be clearly marked to easily identify its location. Any areas where chemicals are stored that does not have an SDS book shall post a completed SDS Location Sign [F700-0021]. Every work site shall have at least ONE [1] SDS book per structure / building.

- 7.1.1.5 SDS documentation may be made available via an electronic means but a physical paper copy MUST remain on site with full accessibility (per §7.1.1.4 above) in the event of power or computer failure. There may never, even for a brief period of time, be a laps in accessibility to SDS documents.

In the event of a digital SDS system, clear signage as to where hard copies may be found in the event of system failure, or any other access denial, shall be posted at said digital system.

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- 7.1.1.6 Employees shall be trained on HazCom upon hire and annually as dictated by GDI Safety. Training shall be documented per GDI's training documentation policies.
- 7.1.1.7 Chemicals shall be mixed with cold water (unless manufacture instructions specifically indicate otherwise) and during mixing process (manual or mechanical mixing system) the GDI employee must wear eye goggles (not safety glasses) and any other PPE called for in the interaction of said chemical (see specific SDS for such information).
- 7.1.2 Chemicals shall be stored in secure, clean and environmental appropriate locations to the specifications of the chemical.
 - 7.1.2.1 Corrosives, flammables, and combustibles shall be segregated and controlled. Storage shall follow all OSHA, EPA and NFPA standards and regulations.
 - 7.1.2.2 For chemicals over 1 gallon in storage volume, a spill containment system shall be at the location. Drums shall only be stored on top of spill containment platforms.
 - 7.1.2.3 Chemicals may never be disposed of on the ground, roads or parking lots, outside storm drains or any other drain not connected to the facility waste drainage system (sewer).
 - 7.1.2.4 Liquid chemicals shall be stored on shelves below 4 feet 6 inches and should, when at all possible, be stored on the lowest shelf to the floor. No liquid chemical should ever be stored where it is above the head / face of the employee.
- 7.1.3 Every job site shall conduct a site hazard assessment [SP-07] to determine non-abatable hazards (including chemical) and determine the proper Personal Protective Equipment (PPE) needed when interacting with said hazard / chemical.

The SP-07 assessment shall be posted in a visible location along with the HazCom policy [SP-05]. The assessment shall be re-conducted any time there is a change in service (increase or decrease) provided.

- 7.1.4 Any cleanup of spills of a bodily fluid nature the employee must assume the fluid is infectious and treated as such per GDI's Bloodborne Pathogen Policy [SP-11].
 - 7.1.4.1 Employees must be trained and authorized to conduct a BBP spill and must follow all procedures as found in §4.3 of SP-11.
 - 7.1.4.2 If the job site has serviceable areas where potentially infectious materials may exist, such as a site clinic, employees shall be offered Hepatitis B vaccination per §5.0 of SP-11. Employees may sign off on such vaccination but may change their mind at a later point in time.

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7.2 GDI Environmental Policy

- 7.2.1 GDI has establish an environmental policy [F800-0005] to reduce the exposure to our customers (building occupants) and GDI Facility Services personnel to potentially hazardous chemicals, biological and particulate contaminants that would have negative effect on human health, the environment, and customer property.
- 7.2.2 GDI's environmental policy shall be fully complied with throughout the company, posted and made available to employees and clients alike.
- 7.2.3 GDI's policy [F800-0005] shall supplement a client's policy when more stringent or be subordinate to said client's policy when such policy expands beyond GDI's. GDI shall always comply with client's policies and edicts.
- 7.2.4 Sub-contractors working on behalf of GDI shall have their own environmental policy equal to, or greater than, GDI's. In the event such a policy does not exist, or does in a lesser manner, the sub-contractor shall fully comply with GDI's policy.

7.3 GDI Safety Policy

- 7.3.1 GDI's corporate safety policy [SP-02] shall be fully installed and followed exactly throughout the company: all offices, GDI owned/controlled facilities, and all work site locations.
- 7.3.2 Employees shall be trained on SP-02 upon hire and annually as dictated by GDI Safety. Training shall be documented per GDI's training documentation policies.
- 7.3.3 Employees should be specifically notified and trained (via SP-02 and periodic safety reviews) that all injuries shall be reported immediately to an employee's immediate supervisor and operational management must report immediately via a completed incident report to GDI Safety & HR.

Initial incident reporting may not have all the facts and information. First reports should contain as much information as possible and additional information, reports, statements, and other documentation may be added as it comes available.

- 7.3.4 All incidents (human), auto incidents / property damage, and near misses shall be reported into GDI's Safety Reporting System (SRS) via the app or internet website. GDI Safety and HR shall monitor the SRS for incident trends and for reporting purposes. GDI Safety and HR shall further keep all documentation, records and investigated information on all incidents well documented within the system. If paper copies are desired (not advised) they must be secured as applicable to all local, state, and federal law – including HIPAA. Such paper copies are subordinate to electronic and should never exist without an electronic counterpart within the SRS.
- 7.3.5 GDI Safety shall maintain the SRS and keep multi-directional channels open to HR and OPS for input on issues to correct as well as continuous

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improvement opportunities. Major system changes shall be communicated, as best possible, with HR and OPS for their review and opinions before project's initiation.

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Management

8.0

8. GDI management, both executive and regional, shall promote the full deliverance of the GDI C.O.R.E. policy throughout the company to all employees and clients. Appropriate resources shall be allocated, and released, to effectively achieve the tenants of this policy. Further, management shall make every effort to ensure that deviations to this policy are not tolerated and work to ensure the accurate execution of the policy within the company or region.

Management shall recognize that leadership is top-down and its attitude and public support of the GDI C.O.R.E. policy is integral to the successful buy-in of all employees under it and the successful execution and on-going delivery of the same.

8.1. GDI's Mission & Values

8.1.1. Our Mission

GDI Integrated Facility Services is your one-call destination for expert facility maintenance across Canada and the United States, including cleaning, energy management, and multi-trade technical services. When you partner with GDI, we work behind the scenes to solve any problems that might exist, perfect your facility's reputation, and ensure ongoing customer satisfaction.

8.1.2. What is the GDI Difference?

Our client-first philosophy means we are committed to your satisfaction, we customize our services to fit your needs, and you will enjoy clean, healthy, and welcoming work and leisure environments every day.

- One provider and one solution for all of your facility services
- Decades of unrivalled experience that can be used to your benefit
- Thousands of dedicated team members across North America
- Transparent reporting for accountability and quality assurance
- Diversified customer base with long-standing relationships
- Ability to service national and multi-regional property portfolios
- 12-time winner of Canada's Best Managed Companies program

8.1.3. Innovation

Our innovative team invests in the market's best technology to create transparent, convenient reporting and quality assurance for our clients.

- Our proprietary GDCalc software calculates the time needed to complete any cleaning task in a specific space, ensuring that we perform our work as efficiently as possible.
- Based on APPA and LEED standards, our proprietary GDI Inspect quality inspection and reporting software evaluates the cleanliness of buildings and facilities, then sends electronic reports directly to end users.

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We are ISO 9001:2015 Quality Management Systems certified and CIMS 1101:2006 GB – with honors (and a Charter member to the CIMS standard).

8.1.4. Safety First

We can only achieve success if the work is performed without causing injury.

- Our commitment to an injury-free workplace starts with our project orientation package and is engrained through on-the-job safety training.
- Our corporate philosophy defines health and safety as a core requirement within all of our standards, procedures, and policies.
- We apply a mandated national health and safety audit tool that sets performance standards by encompassing legal, corporate, and other standards as a benchmark for compliance.

8.2. Planning

8.2.1. Planning

Management shall perform short and long term planning through internal processes such as budgeting and S.W.O.T. analysis to set realistic goals that can be achieved and avoid grandiose goals that, although sound great and have value, are not realistic in either their timeliness or budgetary realities. This planning shall take a quarterly, annually and multi-year approach.

8.2.2. Business succession

Management shall cooperate with the corporate taskforce on disaster recovery to properly plan for, and build, contingencies to provide continued operational abilities in a variety of events (from disaster to events such as loss of personnel) that can directly affect corporate operations.

Management shall continue to monitor the succession plan and send recommendations to the taskforce when new data and/or changes in local organization occur that could/would have an effect previously not accounted for in the recovery plan.

8.2.3. Training

There are different levels of training and different needs based on a GDI employee's position and duties within the company. The training plan laid out within this policy is a base minimum that shall be achieved without exception but additional training is always encouraged and welcomed.

8.2.3.1. New Hire (all employees)

Employees entering into GDI for the first time (or a rehire with 3+ months since previous employment) shall have the following training at time of hire:

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- Employee handbook
- Corporate safety policy [SP-02]
- Hazard communication & SDS [SP-05]
- Bloodborne pathogen [SP-11]
- Slip, trip, and fall awareness

All safety training shall also require comprehension examinations that are to be saved in the employee's HR file.

8.2.3.2. Legal Reoccurring

Annually, as set by GDI's Safety Department, all employees shall be re-trained on GDI's corporate safety policy, hazard communication and Bloodborne pathogen along with a comprehension test as issued by GDI Safety. This training shall be given to all employees regardless to a recent training on the same, or similar, topic. Completed tests shall be placed in the employee's file.

8.2.3.3. Advancement Training

GDI management shall follow the GDI training advancement program as laid out in document F300.0084. This training advancement program lays out the base minimum that must be followed but additional training may be added based on local management authorization.

GDI managers shall strive to look for employee potential and actively offer training and advancement opportunities to all employees regardless if their advancement could be viewed as 'disruptive' to the operations of the account said employee is assigned – an employee's success should never be cause for their being held back for enhancement and/or advancement.

8.2.3.4. Management Training Program

GDI shall establish the standardized management training program regionally to properly train new managers, or current employees being 'groomed' for management/leadership, within the company.

Program Duration: monthly class work from 4-8 hours

Instructors: internal / external experts on topic instructed

Course work: pre-determined – no deviations

Class Offerings:

Human Resources & employee relations

Safety

Special services work (ie: floor & carpet care)

Base operational work (general cleaning)

Payroll & timekeeping

Quality (Inspections, audits and standards)

Equipment & purchasing

Marketing, sales & job budgeting

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Environmental concerns & ISSA certification

Each program topic shall include instructor led classroom work, documents and supporting written items, dialog and student participation (role-play) exercises, demonstrations and hands-on work when applicable, and end of course topic examinations.

Upon completion the employee shall be issued a farmable diploma, small financial bonus, and graduation dinner with local senior GDI executive(s) and the employee's plus one.

8.2.3.5. Documentation

All training (safety, quality or other) shall be documented both physically and electronically.

Physical documentation shall consist of employee 'sign-offs' on GDI's training document form F300.0025. This document to topical by nature and not by employee. Records shall be maintained at the job site office, or next available regional office is site office is not applicable or logical.

Electronic documentation shall be inputted into GDI's Training Matrix – its web-based training documentation system. Issued certificates should be scanned and saved to the employee's e-record and all training shall be inputted and maintained – kept up to date.

Records shall be maintained for the active year and 2 previous years. Records later shall be destroyed by a certified shredding service.

8.3. Organization Structure

8.3.1. An organization chart shall be maintained showing the base positions and authority structure. This shall be maintained within GDI's document control system and approved for release by senior management

8.3.2. Job Descriptions shall be developed for all job functions. Base job descriptions shall be general in nature and able to describe base functions across the company. Site specific job descriptions can be made (enhancement of the base) and also controlled within GDI's document control system.

8.4. Communication

8.4.1. Management Communication

8.4.1.1. Regional management teams shall meet weekly to review activity and allow for all departments to update the

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management team of their activity and take questions from others for clarification and unification of all efforts.

8.4.1.2. National management team shall meet twice monthly to update the national management team of each region's issues and further promote unification of all efforts and corporate goals. Meetings shall be conducted via video conferencing.

8.4.1.3. Senior Management shall meet at least 10 times monthly in person or via video conferencing. Sr. Mgt. Meetings shall allow all departments to report activity, review successes and challenges and participate in setting policy, agendas and goals for the coming month, quarter and beyond.

8.4.2. Client Communication

8.4.2.1. On-going

GDI site managers, regional managers, and account executives shall maintain verbal and written (text, email, other) communications with our clients on an ongoing as needed basis. The client should always feel their needs and concerns are being heard and acted upon.

Local management shall determine lines of communication with the client and make all efforts to monitor successful execution of the communication plan.

8.4.2.2. Periodic

Quality Service Reviews (QSRs) shall be conducted no more than quarterly and no less than annually. Management shall follow the procedure in section 4.5.2 as set forth in this policy.

8.5. Legal Compliance

Management shall understand, and comply, with all local laws, regulations, and governmental policies. Management shall also comply with all OSHA and other Federal regulatory policies.

Potential conflicts with the above must immediately be discussed with senior management and, with senior management's determination, GDI Legal as well.

No intentional action on the part of any GDI employee that puts GDI in any legal, or compliance violation, risk is not acceptable and thus not authorized.

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EcoSmart Green Initiative

9.0

9. GDI is committed to reducing its carbon footprint at all work sites as well as in GDI controlled facilities, warehouses and offices. To that end, GDI has established the following core principles as part of our compliance with what we call our EcoSmart initiative.

Using environmentally preferable products is one of EcoSmart's essential components.

Environmentally Preferable: (There is no universally agreed upon definition for Green) as defined by Executive Order 13101: "...products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. This comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product or service."

Whenever possible, we use products that have earned Green Seal certification (or similar). Green Seal is an independent not-for-profit organization whose product evaluations are credible, objective, and based on science. In short, Green Seal provides unbiased information whose only purpose is to inform the purchaser of environmentally responsible products and services. If a Green Seal product is not available or effective, we look for environmentally preferred products that may include certification by EPA or carry the Environmental Choice Seal. The selected product may not contain carcinogens and other hazardous chemical compounds (Hazardous Cleaning Chemicals Glossary, US Department of Health and Human Service Report on Carcinogens, Diedre Imus Environmental Center for Pediatric Oncology "Greening the Cleaning" Program, and Green Seal Report on Industrial and Institutional Cleaners) or contain the least amount of these hazardous compounds.

If a green product does not exist in a given product category, then the product used should be minimized or eliminated. Evaluation of future developed product options should continue in the identified category.

9.1. Sustainable Products

- 9.1.1. Trash Can Liners should be selected that are manufactured from 100% regrind Low Density Polyethylene (LDPE) and have at least 60% post-consumer recycled plastic. High Density Polyethylene (HDPE) still cannot be effectively recycled. HDPE liners use less plastic because it is stronger than LDPE, so it may be preferable to use HDPE bag for certain applications, and thus generate less overall plastic waste. HDPE recycling efforts will continue to be monitored. If LDPE is not sufficient, then use bags that at least have some recycled content but still perform adequately, or minimize bag use. For example, alter office trash collection procedures by emptying the trash out of the liner into the collection

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container instead of throwing away liners each day. Only remove soiled liners.

- 9.1.2. Paper Towels and Napkins: Paper products should be selected based on recycled content (particularly postconsumer recycled content), whitening process (if applicable), packaging and dispensing options. For greater detail, refer to the Green Seal March 2004 Report on Bathroom Tissue and Paper Towels and the Green Seal Standard for Paper Towels and Paper Napkins (GS-09).

Product characteristics such as forestry practices and appropriate certifications, whitening and/or bleaching processes, recycled content, post-consumer waste recycled content, post-industrial and pre-consumer waste recycled content, generated packaging waste and controlled-use dispensing efficiency should be considered. The selected product should meet EPA, USGBC and Green Seal guidelines, and should be minimally Elemental Chlorine Free (ECF) and preferably Process Chlorine Free (PCF). Paper towels and napkins - 100% recovered materials and at least 40% post-consumer material by weight.

- 9.1.2.1. Paper towels and napkins - 100% recovered materials and at least 40% post-consumer material by weight.
- 9.1.2.2. Products shall not be de-inked using any solvents containing chlorine, benzene.
- 9.1.2.3. The core of a roll of paper towels must be manufactured from 100% recovered fiber.
- 9.1.2.4. Limited printing on napkins / towels
- 9.1.2.5. Wrapper / Packaging 100% recycled material
- 9.1.3. Toilet Tissue
 - 9.1.3.1. 100% recovered materials, including 20% post-consumer materials
 - 9.1.3.2. 40 Sq. Ft. / 300 sheets 4.5-4.4 sheets
 - 9.1.3.3. No de-inking using chlorine solvents
 - 9.1.3.4. No bleaching with chlorine
 - 9.1.3.5. Core / packaging 100% recovered fiber
 - 9.1.3.6. Wrapper 100% recycled material
- 9.1.4. Facial Tissue
 - 9.1.4.1. 100% recovered materials, including 10% consumer material
 - 9.1.4.2. 70 sq. ft. of product / 175 sheets 8x8 inch sheets
 - 9.1.4.3. No de-inking using chlorine solvents
 - 9.1.4.4. No bleaching with chlorine
- 9.1.5. Industrial and Institutional Cleaning Products
 - 9.1.5.1. Undiluted product shall not be toxic to humans
 - 9.1.5.2. Shall not contain carcinogens & reproductive toxins
 - 9.1.5.3. Non-combustible (if un-avoidable must be segregated in proper OSHA regulated storage containers).
 - 9.1.5.4. VOC content shall not exceed 1% for GP cleaners

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- 9.1.5.5. VOC content shall not exceed 3% for restroom cleaners
- 9.1.5.6. Non-toxic to aquatic life
- 9.1.5.7. Ingredients are biodegradable
- 9.1.5.8. Packaging – recyclable / returnable
- 9.1.5.9. Product must be a concentrate
- 9.1.5.10. Fragrances must be identified via SDS
- 9.1.5.11. Any selected cleaning products will have adequate dilution control systems, preferably a closed, unalterable proportioning system with required backflow and cross-connection protection. However, any dilution control/proportioning system is preferable to manual dilution. There are several new and intriguing systems that dilute through the trigger sprayer itself. This may be a better option when building plumbing systems are susceptible to cross-connection.

9.2. Green Cleaning – Low Environmental Impact Cleaning Policy

- 9.2.1. Overview: Floor sealers, finishes, strippers and maintainers generally need to be used as a complete system for maximum effectiveness. As these products can be some of the most hazardous products used in cleaning operations, and because Green Seal recommended product options are few (Green Seal Environmental Standard for Floor Care Products, GS-40; Green Seal Report on Floor Care Products), the following options will guide the Matrix Green Cleaning Program in hard surface floor care.

When possible, do not seal or finish floors (i.e. natural stone floors, concrete, etc.). Unfinished floors do not require stripping and reapplication of sealer or finish, eliminate the need for costly maintenance procedures, and are typically more

- 9.2.2. Resilient Floor Care: If finish is required (I.e. floor type, floor protection, appearance), then a Green Seal recommended system should be used.
 - 9.2.2.1. Systems should be developed, when possible, to extend the life of the finish to a 12 month cycle between full strip and finish to minimize waste water discharges.
 - 9.2.2.2. Finished should be metal-free and zinc free.
 - 9.2.2.3. If such systems are not allowed at a site, or not sustainable, then a non-green certified product that approximates, as closely as possible, the Green Certified product shall be used.

9.2.3. Hand Soaps

- 9.2.3.1. A Green Seal recommended hand soap is preferred. However, few Green Seal recommended hand soaps utilize cartridge dispensing systems. Hand soaps should be selected based on hazard- free chemical content, and on dispensing system type and packaging that minimize waste. Vegetable oil based products which contain no added antimicrobial agent, except as a preservative in the

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product, unless required by health codes or other requirements (i.e. in healthcare situations (not all), day care, and food service). Foaming hand soaps are also preferable as packaging waste is minimized.

9.3. Entry Matting Systems

Interior / Exterior – Entrance matting systems will be reviewed to ensure maximum soil containment. Less soil entering the building will require less cleaning. The purchase of matting products made from environmentally preferable materials (i.e. rubber) and recycled materials, matting that can be recycled, and matting manufactured in an environmentally-friendly manner is recommended

9.4. Low Impact Pest Control Program

- 9.4.1. Adopt low impact environmental policy
- 9.4.2. Avoid exposure to building occupants w/in 72 hour post application
- 9.4.3. Eliminate 'safe havens'
- 9.4.4. Control food sources
- 9.4.5. Eliminated clutter and pest promotion areas / practices
- 9.4.6. Reduce moisture levels
- 9.4.7. Clean trash containers
- 9.4.8. Employ non-chemical methods – bait / traps
- 9.4.9. Use low toxicity pesticides
- 9.4.10. Use non-transferable baits

9.5. Exterior Site Maintenance

- 9.5.1. Establish low impact site plan
- 9.5.2. Use ice melt before precipitation
- 9.5.3. Use potassium and magnesium chloride for deicing – avoid calcium or sodium chlorides ice melts
- 9.5.4. Use a spreader for ice melt compounds
- 9.5.5. Use approved chemicals for exterior cleaning and safe disposal
- 9.5.6. Never dump any liquid / chemical into outside drains or storm drains

9.6. Low Impact Cleaning Equipment

9.6.1. Vacuums

All vacuums will meet or exceed Carpet and Rug Institute (CRI) requirements for efficiency (CRI Green Label Testing). HEPA or high-filtration systems will be required to adequately contain particulate matter and maintain indoor air quality at recommended levels. The vacuums that we use are certified by the Carpet & Rug Institute's (CRI) Green Label Program. The Carpet and Rug Institute has developed an indoor air quality vacuum testing program as a way for building owners to ensure that the vacuums used in their facilities meet important performance criteria. Units are tested following a procedure developed

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by industry manufacturers and peer-reviewed by scientists with expertise in maintenance and indoor air quality. Vacuum cleaners earn the Green Label designation after passing the CRI test criteria for soil removal, dust containment, and carpet appearance retention.

9.6.2. Floor Machines

Floor machines (i.e. buffers and burnishers) have active vacuum attachments to capture the fine particles.

9.6.3. Wipers & Dusters

Operations should begin to achieve 100% microfiber technology.

9.6.4. Paper Prohibitions

9.6.4.1. Paper will no longer be used as a cleaning tool. Instead, re-useable, launderable, microfiber cloths will be used to reduce paper waste. Chemically Treated Dust Cloths should not be used. Untreated microfiber cloths are to be used as replacements

9.6.4.2. When possible and effective, microfiber cloths and mops will replace other disposable cleaning tools (i.e. sponges, scrub pads, cloth rags, cloth mops, dusters) with shorter life cycles to minimize waste. When possible, microfiber cloths will be used without chemical cleaning agents to minimize chemical use. Microfiber dry mops or reusable untreated dry mops will be used in place of chemically treated dry mops.

9.6.5. Automated Aerosol Deodorizers, Urinal Blocks & Treated Dust Cloths

9.6.5.1. Automatic aerosol deodorizers are not recommended due to their aerosol nature which contains high levels of VOCs.

9.6.5.2. Where required (such as automatic dispensing systems) then select a product that most closely meets Green Seal guidelines, has lower VOC emissions, and can be programmed to emit fragrance only as needed.

9.6.5.3. Urinal blocks are not recommended as many contain hazardous materials. Screens that hold the blocks may be used if necessary but a review of options and selection based on the best 'green option' should be deployed.

9.6.5.4. Waterless urinals utilized less water but need special maintenance (cleaning procedures and filters). Consult manufacturer's manual for proper procedures.

9.7. Occupant Recycling Programs

9.7.1. Source Reduction

9.7.1.1. Replace folded towels with roll towels

9.7.1.2. Use coreless toilet tissue

9.7.1.3. Use umbo roll toilet tissue

9.7.1.4. Recyclable packaging

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9.7.1.5. Monitor dumpster pulls and work to fill one at a time to work towards better efficiencies and possible unit reduction or extended service cycles.

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24300 Southfield Road, Suite 300
Southfield, Michigan 48075

CITY OF NOVI
FINANCE DEPARTMENT – SECOND FLOOR
45175 TEN MILE RD
NOVI MI 48375-3024

Miller
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