



BUNKER HILL COMMUNITY COLLEGE

Request For Proposal

BHCJTRL19

Janitorial Services

All Proposals must be delivered to: Ehtishamuddin Shami Qazi
Facilities Manager
Bunker Hill Community College
c/o: Facilities Management, Room E-120
250 New Rutherford Ave
Boston MA 02129
Eqazi@bhcc.mass.edu

Name of Respondent: Facilities Management & Maintenance, Inc.
Primary Contact: Lisa Fitzgerald
Phone: 617-561-7003
Email: lfitzgerald@fmm-inc.com
Fax: 617-979-6250
Web Address: www.fmm-inc.com
Mailing Address: 25 Beach Street 3R
Dorchester, MA 02122

Signature of Authorized Agent: 

Date: 6/10/19



FM&M
Your Facility Cleaning Solution

25 Beach Street 3R Dorchester, MA 02122 (O) 617-561-7003 (F) 617-979-6250 www.fmm-inc.com

June 14, 2019

Mr. Ehtishamuddin Shami Qazi
Facilities Manager
Bunker Hill Community College
c/o Facilities Management, Room E-120
250 New Rutherford Ave
Boston, MA 02129
Eqzai@bhcc.mass.edu

RE: FM&M, Inc. Bid Response to Bunker Hill Community College Request for Proposal BHCJTRL19 Janitorial Services

Dear Mr. Qazi,

Facilities Management and Maintenance, Inc. (FM&M) is pleased to present our proposal to Bunker Hill Community College Request for Proposal BHCJTRL19 Janitorial Services. FM&M, Inc. has over 30 years providing the highest quality janitorial services in the marketplace. All of FM&M's employees are members of the SEIU. FM&M, Inc. is an OSD FAC81 State Approved Vendor – Vendor Number: 00000073. Contained within our Proposal Response you will find:

- REQUIRED FORMS:
 - FM&M, Inc. Completed Bid Proposal Sheet Form
 - FM&M, Inc. Completed Exhibit A: Certificate of Non-Collusion Form
 - FM&M, Inc. Exhibit B: Completed Tax Compliance Certification
 - FM&M, Inc. Completed Reference Forms
 - FM&M, Inc. Completed Contractor Authorized Signatory Listing Form
- FM&M, Inc. Company Background/Qualifications
- FM&M, Inc. Proposed Technical Plan
 - Staffing Plan pg 6
 - FM&M, Inc. Quality Assurance Plan Pg. 12
 - FM&M, Inc. Proposed Cleaning Chemicals, Supplies and Equipment pg. 18
 - FM&M, Inc. Key Control and Security Policy pg. 40
 - FM&M, Inc. Business Continuity Plan pg. 41
 - FM&M, Inc. Transition Plan Pg. 42
 - FM&M, Inc. Sample Certificate of Insurance pg. 43
 - ATTACHEMNT 1: FM&M, Inc. Business Continuity Plan
 - ATTACHEMNT 2: FM&M, Inc. Sample Certificate of Insurance

FM&M, Inc. has read and understands all requirements listed in the RFP in its entirety and agrees to abide by all of Bunker Hill Community College's rules and regulations. FM&M is a wholly owned subsidiary of WORK Inc., a nationally recognized not for profit vocational rehabilitation agency. You should know that 100% of the after-tax profits of FM&M go to our parent, WORK Inc., to improve the lives of people with disabilities in our community. We thank you in advance for this opportunity to respond to your Request and, if selected as the contractor for these services, we will exceed your expectations.

Sincerely,
Lisa Fitzgerald
VP of Business Development

Bunker Hill Community College
 Bid-Contract Cleaning Services
 For the Charlestown & Chelsea Campus

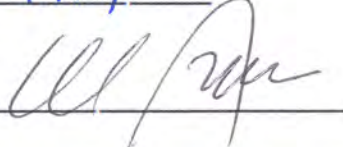
The Following proposal is herewith submitted in response to the requirements & specifications relative to the title bid.

This price includes all increases as follows:

	Contract Price	Annual Cost	Price per Sq.Ft. for Extra Custodial work
1)	7/1/ 2019 thru 6/30/2020	\$ 1,325,701.94	2.76
2)	7/1/2020 thru 6/30/2021	\$ 1,372,587.48	2.86
3)	7/1/2021 thru 6/30/2022	\$ 1,420,068.85	2.96
4)	7/1/2022 thru 6/30/2023	\$ 1,468,518.92	3.06
5)	7/1/2023 thru 6/30/2024	\$ 1,517,937.70	3.17

The following proposal is submitted in response to the requirements and specifications relative to the titled bid

Date 6/14/19

Signature 

Print Name & Title David Anderson, Treasurer/Acting Secretary.
Facilities Management + Maintenance, Inc. (FM+M)

Address 25 Beach St 3R

City/State/Zip Dorchester, MA 02122

Telephone 617-561-7003

Mass Vendor Code 00000073

All bids are to be sealed and marked "Contract cleaning Services, Bunker Hill CC. All bid sheets and other documents required to be completed need to be submitted in triplicate. Evaluation and awarding of Bid will be made within 30 days after bid opening

Exhibit A

Certificate of Non-Collusion

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.



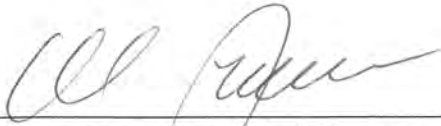
Signature of individual submitting bid or proposal

Facilities Management & Maintenance, Inc.
Name of business

Exhibit B

Tax Compliance Certification

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

A handwritten signature in black ink, appearing to be "C. P. P.", written over a horizontal line.

Signature of person submitting bid or proposal

Facilities Management & Maintenance, Inc.

Name of business

REFERENCE FORM

Reference Review Form for RFP- BHCJTRL19- JANITORIAL SERVICE (to be completed by customer)

Bidder: Facilities Management + Maintenance, Inc. (FM+M)

Our business has had a business relationship with the company named above for Janitorial Services for a period of 14 years. When providing the services to our firm, the following have been representative of our experience with the company listed above.

1. Bidder's willingness and ability to provide contracted services - likeliness of your future use:

Excellent Good Fair Poor

2. Bidder's ethical approach, integrity, responsiveness and effectiveness in resolving problems / whether long-standing complaints:

Excellent Good Fair Poor

3. Bidder's communication, leadership, thoroughness and the availability of key personnel:

Excellent Good Fair Poor

4. Bidder's organizational approach to reporting, internal controls, use of staff, and meeting emergency needs:

Excellent Good Fair Poor

5. Your overall ranking for bidder's service performance with your organization.

Excellent Good Fair Poor

Additional Comments FM+M is always willing to do whatever is asked. Their project management is excellent.

SIGNATURE & DATE Judi Lydon-Ruby 6-11-2019

NAME & TITLE Judi Lydon-Ruby, Facility Director

COMPANY NAME Wrentham Developmental Center

COMMONWEALTH OF MASSACHUSETTS
CONTRACTOR AUTHORIZED SIGNATORY LISTING

Issued May
2004



CONTRACTOR LEGAL NAME :
CONTRACTOR VENDOR/CUSTOMER CODE:

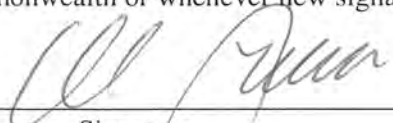
INSTRUCTIONS: Any Contractor (other than a sole-proprietor or an individual contractor) must provide a listing of individuals who are authorized as legal representatives of the Contractor who can sign contracts and other legally binding documents related to the contract on the Contractor's behalf. In addition to this listing, any state department may require additional proof of authority to sign contracts on behalf of the Contractor, or proof of authenticity of signature (a notarized signature that the Department can use to verify that the signature and date that appear on the Contract or other legal document was actually made by the Contractor's authorized signatory, and not by a representative, designee or other individual.)

NOTICE: *Acceptance of any payment under a Contract or Grant shall operate as a waiver of any defense by the Contractor challenging the existence of a valid Contract due to an alleged lack of actual authority to execute the document by the signatory.*

For privacy purposes **DO NOT ATTACH** any documentation containing personal information, such as bank account numbers, social security numbers, driver's licenses, home addresses, social security cards or any other personally identifiable information that you do not want released as part of a public record. The Commonwealth reserves the right to publish the names and titles of authorized signatories of contractors.

AUTHORIZED SIGNATORY NAME	TITLE
James Cassetta	President
Eddy Saenz	COO
David Anderson	Treasurer/Acting Secretary

I certify that I am the President, Chief Executive Officer, Chief Fiscal Officer, Corporate Clerk or Legal Counsel for the Contractor and as an authorized officer of the Contractor I certify that the names of the individuals identified on this listing are current as of the date of execution below and that these individuals are authorized to sign contracts and other legally binding documents related to contracts with the Commonwealth of Massachusetts on behalf of the Contractor. I understand and agree that the Contractor has a duty to ensure that this listing is immediately updated and communicated to any state department with which the Contractor does business whenever the authorized signatories above retire, are otherwise terminated from the Contractor's employ, have their responsibilities changed resulting in their no longer being authorized to sign contracts with the Commonwealth or whenever new signatories are designated.



Signature

Date: 6/10/19

Title: Treasurer

Telephone: 617-691-1505

Fax: 617-979-6250

Email: danderson@workinc.org

[Listing can not be accepted without all of this information completed.]

A copy of this listing must be attached to the "record copy" of a contract filed with the department.

COMMONWEALTH OF MASSACHUSETTS
CONTRACTOR AUTHORIZED SIGNATORY LISTING

Issued May
2004



CONTRACTOR LEGAL NAME :
CONTRACTOR VENDOR/CUSTOMER CODE:

PROOF OF AUTHENTICATION OF SIGNATURE

This page is optional and is available for a department to authenticate contract signatures.
It is recommended that Departments obtain authentication of signature for the signatory
who submits the Contractor Authorized Listing.

This Section MUST be completed by the Contractor Authorized Signatory in presence of notary.

Signatory's full legal name (print or type): David Anderson

Title:

X

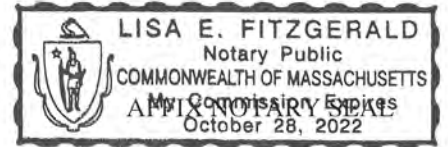
Signature as it will appear on contract or other document (Complete only in presence of notary):

AUTHENTICATED BY NOTARY OR CORPORATE CLERK (PICK ONLY ONE) AS FOLLOWS:

I, Lisa Fitzgerald (NOTARY) as a notary public certify that I witnessed
the signature of the aforementioned signatory above and I verified the individual's identity on this date:

6/10, 20 19.

My commission expires on:



I, _____ (CORPORATE CLERK) certify that I witnessed the
signature of the aforementioned signatory above, that I verified the individual's identity and confirm the individual's
authority as an authorized signatory for the Contractor on this date:

_____, 20 ____.

AFFIX CORPORATE SEAL



FM&M, Inc. is please to present our Technical Plan in response to Bunker Hill Community Colleges Request for Proposal BHJTRL19 Janitorial Services.

FM&M, Inc. Proposed Janitorial Service Technical Plan for Bunker Hill Community College

FM&M, Inc. Company Background

Facilities Management & Maintenance, Inc. (FM&M, Inc.) is a locally owned, full service cleaning and light maintenance company dedicated to providing high quality, competitive cost cleaning and maintenance services. We have been providing high quality complete facilities services for our customers for over 30 years. FM&M, Inc. and it's key management personnel have over 100 combined years of experience operating within the commercial cleaning (janitorial) service industry. FM&M, Inc. is a corporation. Incorporated within the Commonwealth of Massachusetts in 1987, our main location is located at 25 Beach Street 3R, Dorchester, MA 02122. FM&M, Inc. is an OSD FAC81 State Approved Vendor –Vendor Number: 00000073.

In January 2004, FM&M Inc. was purchased by FM&M, Inc., a not-for-profit agency that specializes in providing training and job opportunities for adults with disabilities. All after-tax profits generated by FM&M Inc. go directly to support WORK, Inc. and its efforts.

FM&M, Inc. has a main office located at 25 Beach Street 3R Dorchester, MA 02122. FM&M's current contracts exceed \$5.1 million dollars. Our parent company has revenues that approximate \$40 million dollars. The combined square footage serviced and/or managed by FM&M and its parent organization exceeds 20 million square feet.

FM&M Inc. employs more than 150 employees at commercial sites throughout Massachusetts and Rhode Island. Our employee turnover rate that is less than 5%. FM&M, Inc. employees are represented by SEIU 32bj, Local 615, which represents all the credible janitorial firms in Massachusetts and the New England region.

FM&M, Inc. Qualifications and Credentials

FM&M, Inc. has successfully been selected as a FAC81 Vendor for Environmentally Preferable Janitorial Services, DCAMM-Department of Capital Asset Management & Maintenance Vendor and has completed its Cleaning Industry Management Standard (CIMS) –Green Building and Cleaning Industry Management Standard (CIMS) Certification with Honors.

In April 2013, FM&M, Inc. underwent a comprehensive assessment by an independent, accredited CIMS-GB assessor and successfully demonstrated a commitment to the delivery of environmentally preferable services that are designed to meet customer needs and expectations.

Being CIMS Certified demonstrates that Facilities Management & Maintenance, Inc. is structured to deliver consistent, quality service and is committed to efficient operations and continuous improvement. By implementing CIMS and CIMS-GB core principles into FM&M, Inc.'s organizational operations, FM&M has established its capability of providing green cleaning services, improved productivity, increased customer satisfaction, enhanced professionalism and demonstrates the capability to assist

customers in achieving points under the LEED-Existing Buildings: Operations and Maintenance (LEED-EBOM) Green Building Rating System.

FM&M, Inc. has also successfully completed the Commonwealth of Massachusetts State Ethics Commission Conflict of Interest Law Training Program and holds a Certificate of Completion as of April 2014.

FM&M, Inc. Company Experience

FM&M, Inc. currently provides janitorial and maintenance services to 21 Public and Private Customers. Below please find our profile breakdown that demonstrates FM&M, Inc.'s ability in providing timely and efficient janitorial services to our customers. The detailed profile provided below consists of the length, depth and scope of services, FM&M, Inc. provides to our school, municipality and the Commonwealth of Massachusetts customers.

Commonwealth of Massachusetts: Wrentham Developmental Center, Wrentham, MA – is a based intermediate care facility for the mentally challenged (ICF/MR). With a total of 360 bed(s) dedicated to intermediate care, this facility has 959 total employee(s) and 1.8 direct care employee(s) per bed, which is far more than the average for all Intermediate Care Facilities.

Detailed description of janitorial services tasks:

FM&M has performed all janitorial duties and snow removal, including both day and overnight work, seven days week in this mixed campus setting which includes Class A office space, school, workshop settings, residential housing, cafeterias and hospital, since 2004. Total building square footage is 432,221.

Class A Office Space:	5 Buildings
Industrial (Workshops):	6 Buildings
Residential:	10 Buildings
School:	1 Building
Hospital (Clinic):	1 Building

Contract Cycle:

Length of contract: 5 base (with 5 1 year options)

Duration: July 2004 through June 2020

Commonwealth of Massachusetts: Hogan Regional Center, Hathorne, MA- is a based intermediate care facility for the mentally challenged (ICF/MR). With a total of 171 bed(s) dedicated to intermediate care, this facility has 499 total employee(s) and 1.6 direct care employee(s) per bed, which is significantly more than the average for all Intermediate Care Facilities.

Detailed description of janitorial services tasks:

FM&M has performed all janitorial and snow removal duties, including both day and overnight work, seven days a week in this mixed campus setting which includes Class A office space, workshop settings, residential housing, medical facilities and cafeterias since 2004. The total building square footage is 253,792.

This multi-complex site has a mixture of Offices, Industrial (Workshop), Nursing Stations and residential settings connected by a series of corridors.

Class A Office Space:	2 Buildings
Industrial (Workshops):	2 Buildings

Residential: 4 Buildings
School: 1 Building
Hospital (Clinic): 1 Building

Contract Cycle:

Length of contract: 5 base (with 5 1year options)

Duration: July 2004 through June 2021

Cambridge School of Weston, Weston, MA - The Cambridge School of Weston is a private, coeducational high school in Weston, Massachusetts. Currently the school has approximately 340 students, approximately 100 boarding students.

Detailed description of janitorial services tasks:

FM&M, Inc. has performed all aspects of janitorial and snow removal, including both day and overnight work seven days a week in this mixed campus setting which includes Class A Office Space, Student Dormitories, Classrooms, Libraries, Gymnasiums, and Cafeteria. Total building square footage is 195,000.

School: 5 Buildings
Gymnasiums: 2 Buildings
Dormitories: 3 Buildings
Locker Rooms Men/Women: 1 Building
Cafeteria: 1 Building

Contract Cycle:

Length of contract: 1 base with yearly renewals

Duration: January 2009 through no end date

Sharon Public Schools, Sharon, MA – K-12 Public Municipal School System

Detailed description of janitorial tasks:

FM&M, Inc. performed year round after hours and school vacation periodic work cleaning services in two public school buildings.

Contracted Schools:

Sharon High School: Sq. Ft. 165,499

Sharon Middle School: Sq. Ft. 171,806

Additional Service: As Needed Staffing for Cottage Elementary, East Elementary, New Heights Elementary

Contract Cycle:

Length of Contract: Three Year

Duration: July 1, 2018-June 30, 2021

South Shore Public Charter School – K-12 Public Charter School

Detailed description of janitorial Tasks:

FM&M, Inc. performed year round after hours and school vacation periodic work cleaning services in two public school buildings.

Contracted Buildings:

Longwater Circle, Norwell, MA: K-8 Building: Sq. Ft.: 53,000

Longwater Drive, Norwell, MA: Gym and Art Building: Sq. Ft.: 3,200

Longwater Drive, Norwell, MA: 9-12 Building, Business Office and Art: Sq. Ft. 11,094

Contract Cycle:

Length of Contract: One (1) year with two (2) one year option years

Duration: January 16, 2019--June 30, 2020

Lynn Public Schools, Lynn MA – K-12 Public Municipal School System

Detailed description of janitorial tasks:

FM&M, Inc. performed year round after hours and school vacation cleaning services in Four public school buildings. Additionally, FM&M, Inc. performs snow removal duties on an as needed, on call basis for the same four schools.

Contracted Schools:

Connery Elementary School: Sq. Ft.: 62,724

Pickering Middle School: Sq. Ft: 99,500

Sisson Elementary School: Sq. Ft.: 66,615

Lynn Vocational Tech Annex/ECC: Sq. Ft.: 98,000

Contract Cycle:

Length of Contract: One (1) year

Duration: July 1, 2016-June 30, 2017

Massachusetts Information Technology Center – Commonwealth of Massachusetts Data Center Building

Detailed description of janitorial tasks:

FM&M, Inc. has been performing all aspects of janitorial, snow removal, recycling program implementation and floor care services five days a week, along with 24/7 Emergency Response services in this secured 24/7 operational mixed campus setting which includes Class A Office Space, Data Center, Courtyard and Freight Area for multiple State Agencies within the building. Total cleanable square footage is 425,000.

Commonwealth of Massachusetts building occupants include:

Commonwealth of Massachusetts Department of Revenue

Commonwealth of Massachusetts Information Technology Center

Commonwealth of Massachusetts Department of Treasury

Commonwealth of Massachusetts Criminal History System Board

Contract Cycle:

Length of Contract: One (1) year with Four (4) One year options

Duration: July 1, 2016-June 30, 2019

The Meadowbrook School, Weston, MA- is a co-educational independent day school for students in grades Junior Kindergarten through Eighth Grade.

Detailed description of janitorial services tasks:

FM&M has performed all janitorial and snow removal duties, including overnight work, five days a week in this mixed campus setting which includes Class A office space, multi-winged Theater/two story Gym buildings, Conference center, dormitories, facilities buildings, cafeterias, classrooms, and libraries. Total building square footage is 190,000.

Administrative Offices:	2 Buildings
Main Classrooms:	2 Buildings
Gymnasiums:	2 Buildings
Cafeteria:	1 Building
Locker Rooms	2 Buildings

Contact Cycle:

Length of contract: 1 base with yearly renewals

Duration: November 2006 –April 2018

Town of Framingham: Memorial Hall-Town Hall, Christie McAuliffe Branch Library and Callahan Senior Center – City Municipality

Detailed description of janitorial service tasks:

FM&M has performed janitorial services duties, through both day and night work, five nights a week in these two busy municipality buildings. Services areas include various office spaces, community event rooms, conference rooms, numerous daily event set ups, kitchenette areas, grounds keeping, snow removal, alarm settings and securing building lock up. Total building cleanable square footage exceeds 121,000 square feet.

Contract Cycle:

Length of Contract: Emergency Procurement, 1 year base with two (2) one year options

Duration: April 2014 through June 30, 2019

Southborough Public Schools District, Southborough MA – K-Junior High School Public School System

Detailed description of janitorial tasks:

FM&M, Inc. currently performs after hours, school vacation and cleaning services in three (3) public school buildings for the Southborough Public School System. Additionally, FM&M, Inc. also supplies the Southborough Public School District with as needed additional service labor for two additional public schools.

Contracted Schools:

Finn Elementary School: Sq. Ft.: 45,000

Woodward Elementary School: Sq. Ft: 65,000

Neary Elementary: Sq. Ft.: 40,000

****Additional As Needed Labor- Contracted Schools:**

Trottier Middle School: (Evening Cleaning Labor) 120,000

Finn Elementary School: Day Porter Services 45,000

Contract Cycle:

Length of Contract: Three year contract

Duration: July 1, 2016-June 30, 2019

The Tenacre Country Day School, Wellesley, MA- is a co-educational independent day school for students in grades Kindergarten through Eighth Grade.

Detailed description of janitorial services tasks:

FM&M has performed janitorial duties, including five days a week in this mixed campus setting which includes Class A office space, multi-winged Theater/ Gym, Conference center, swimming pool building, auditorium, cafeterias, Science Building, classrooms, and libraries. Total building square footage is 65,000.

Contact Cycle:

Length of contract: 1 base with yearly renewals

Duration: March 2016 through no end date

Additional Customers

FM&M also supplies/supplied the following customers with janitorial services and cleaning supplies.

FM&M, Inc., Dorchester MA , Square Footage: 80,000

Massachusetts State Lottery Commission, MA, 6 Locations: Square footage: 250,000

Seven Hills Foundation, 20 locations, MA and RI , Square Footage: 270,000

Stetson School, Barre, MA: Square Footage: 200,000

Massachusetts Bay Transit Authority: Silver Line 3 Locations and Facility - 24/7/365 Janitorial Services, Snow Plowing, **Garages 19 locations**, Total Square Footage: 900,000

City of Framingham, Framingham, MA, Three locations: Square footage: 140,000

Pilot Freight Systems, East Boston MA, Square Footage: 12,000

People's United Bank: 2 locations, Total Square Footage: 9,000

East Boston Savings Bank: 5 locations, Total Square Footage: 35,000

Quincy Mental Health, Quincy MA Total Building Square Footage: 46,583

Partners Health Care: McLean Hospital (6 locations), Total Square Footage: 121,000

Braintree High School, Braintree MA: Floor Care Only (As Needed)

Old Rochester Regional School District: Additional Service (As Needed)

Commonwealth of Massachusetts Middlesex Sheriff's Office, Medford, MA: Square Footage: 9,000

Joint Apprentice Training Center, Dorchester, MA: Square Footage: 75,000

May Institute, MA: 14 locations Square Footage: 225,000

MassPort Black Falcon Cruise Terminal, Boston, MA: Square Footage: As Needed

FM&M, Inc. Proposed Technical Approach

FM&M, Inc. proposes the following Staffing Structure

Site Manager (SM): This person is the overall manager of the facility and has the authority to make unilateral decisions at any time to address any contract issues. This person schedule varies upon the needs of the Bunker Hill Community College. Our Site Manager and Site Supervisors are provided with an FM&M Inc. Smartphone(s) and are accessible by phone, texting and email to address concerns and/or problems that arise twenty-four (24) hours a day, three hundred and sixty-five (365) days per year. In the event of an emergency, FM&M, Inc. will respond within a one hour window from the time the request is received.

Our designated Site Manager will fulfill and/or exceed all performance-based criteria by using the industry's latest techniques and tools to clean the stations and facilities in the most efficient manner possible. Our Site Manager is responsible for the performance of the Contract. He shall establish a routine for communications with the designated Bunker Hill Community College representative either by written communication, 24/7 phone accessibility or via email to provide prompt and timely response to any concerns or problems that may arise. This method of communication will be determined and approved by both parties to ensure the most effective method of communication is established. Time and frequency of direct meetings may vary as determined by the Bunker Hill Community College Account Contact.

- FM&M, Inc. Proposed Contract Manager: Eddy Saenz**
 FM&M Inc.'s proposes to assign Eddy Saenz, FM&M Chief Operating Officer and Lisa Fitzgerald, FM&M, Inc. Customer Relations Manager as the designated District Manager and Customer Relations Manager for the Bunker Hill Community College contract. Eddy has over 30+ years of providing quality management services in the custodial field. He has vast experience in running run large custodial contracts with 24 hr. availability requirements and extensive snow removal. Lisa has over 10 years' experience in Customer Relations Management. All FM&M Managers have prior experience and expertise with state of the art cleaning equipment, procedures and best-practices. Once awarded the contract, FM&M Inc. will provide names of the designate back-up managers for instances where the District Manager is absent.
- FM&M, Inc. Proposed Customer Relations/Quality Assurance Manager: Lisa Fitzgerald**
Customer Relations Manager/Director of Quality Control- The Customer Relations Manager/Quality Control Director is responsible for responding to any questions, complaints and customer concerns. FM&M, Inc. knows the importance communication plays when dealing with customer expectations, questions and complaints, a reality of in our type of work, it is toward this end that FM&M, Inc. has implemented a customer relations manager to aid in quick response time, management of customer expectations and tracking all customer feedback. Customer feedback of all kinds is welcomed by FM&M, Inc. as it assists us in determining your expectations, our response time, any areas of corrective action and/or employee training or retraining that maybe needed to ensure successful performance outcomes. The Customer Relations/Quality Assurance Manager will also be responsible for random quality inspection checks as outlined in FM&M, Inc.'s proposed Quality Assurance Program.

FM&M, Inc.'s Contract Manager, Director of Quality/Customer Relations Manager and Site Managers/Unit Managers are provided with an FM&M Inc. Smartphone(s) and are accessible by phone, texting and email to address concerns and/or problems that arise twenty-four (24) hours a day, three hundred and sixty-five (365) days per year. In the event of an emergency, FM&M, Inc. response time: On property staff will respond within fifteen minutes, Off Property –SM and Customer Relations Manager within a one hour window from the time the request is received.

Site Supervisor/Unit Manager – The Site Supervisor/Unit Managers are responsible for multiple shifts and the full administration of the Quality Control Program within Bunker Hill Community College . This person will ensure that all FM&M, Inc. employees are fully aware of the requirements affecting their areas of responsibility as outlined in the scope of work provided within the RFP, contract and any amendments to the contract. The Site Supervisors/Unit Mangers will perform random weekly Quality Inspections (**see inspection procedures in Section V**). FM&M, Inc.'s proposed Site Supervisors/Unit Managers will be scheduled accordingly for supervision of all Day Porters and FM&M, Inc. cleaning staff in its employ throughout the College. This schedule will also allow for availability to meet with Bunker Hill Community College Designated Representatives and FM&M, Inc.'s Site Manager as needed.

Day Porters/Building Service Porters- These year round hourly persons shall be responsible for handling of all work order and perform general cleaning duties as designated by Site Supervisor(s)/Unit Manager(s) and determined by the Scope of Work.

Evening/Janitorial Staff: These hourly workers are responsible for their designated work areas and report directly to their Site Supervisor(s).

The purpose of this document is to describe FM&M Inc.'s strategy for planning, communicating, and implementing its program for controlling the quality of custodial services proposed to Bunker Hill Community College. This plan aims at demonstrating FM&M Inc.'s commitment to providing quality services, and to exceeding customer expectations.

Mission/Policy Statement for the FM&M, Inc. Commercial Operations Division

FM&M, Inc.'s is committed to maintaining a well-trained, trustworthy, reliable workforce, and a well-organized, responsive management staff.

We are dedicated to our customers, and pledge to bring them consistent quality, value and service in accordance with the highest performance standards in the industry and the unique requirements of the Bunker Hill Community College.

Quality Control Program Objective:

The objective of this Quality Control Program is to make certain that all contract requirements are met; that planned results, as well as organizational goals, and overall customer satisfaction are achieved.

II. Major Components of the Program

See appendix 1 – Quality Control Program Process Flow Chart

- Review of contract requirements/Statement of Work (SOW) and determine the Operational Standards required, based upon the Custodial Work Quality Requirements contained therein (*See Operation Standards in Section III of this Plan*)
- Determine and allocate needed resources (Personnel)
 - Identify appropriate staffing and ensure all staff and workers are trained appropriately
 - Training needs (All levels)
- Site Management
- Inspections
 - Site daily work supervision/inspection
 - Site inspections (FM&M, INC. independent qualified personnel)
 - Bunker Hill Community College custodial tasks inspection checklist for night cleaning (to be built after awarded the contract)
- Quality Control data management, review, and analysis
- Customer communication and satisfaction program
 - Reporting Requirements – One monthly reports
 - Assigned Customer Relationship Manager: Lisa Fitzgerald- Ongoing communication via email, phone and site visits
- Service Call Program –
 - Performance Evaluation Meetings
 - Bunker Hill Community College Representative/ Contractor Meetings with Contract Manager: Eddy Saenz
- Corrective/Preventive Action Management (Appendix 12)

III. Operational Standards

Source: Bunker Hill Community College Cleaning Standards from Scope of Work Custodial Quality Requirements

The purpose of FM&M, Inc. Quality Program is to adhere to the cleaning standards set forth in the Bunker Hill Community College Scope of Work (SOW).

The cleaning and policing personnel are responsible for performing their assigned cleaning tasks in accordance with these Cleaning Standards.

IV. Site Management

Supervision is an effective way in which a quality control program can be organized, implemented, and utilized as a useful management tool. Each level of Supervision has various responsibilities for ensuring the success of the quality program. **These various supervising functions and their related responsibilities are outlined below:**

- **Site Supervisor(s)/Unit Manager(s)** - will have a thorough understanding of the requirements for cleanliness as outlined in the Scope of Work and will assist all employees in such a way as to fulfill that statement of work. They are responsible for the day to day cleanliness of their assigned areas. The Site Supervisor(s)/Unit Manager(s) will train employees in the proper cleaning methods in order to obtain the desired results. During their work shifts, they will ensure that the College Policies are complied with at all times. They are responsible for multiple shifts and the full administration of the Quality Control Program at their work locations. They will ensure that all FM&M, Inc. employees are fully aware of the requirements affecting their areas of responsibility as outlined in the current contract, and any amendments to the contract. **Site Supervisor(s)/Unit Manager(s) will perform random weekly Quality Inspections (see inspection procedures in Section V).**

The Site Supervisor(s)/Unit Manager(s) are responsible for multiple shifts and the full administration of the Quality Control Program at both the Bunker Hill Community College. This person will ensure that all FM&M, Inc. employees are fully aware of the requirements affecting their areas of responsibility as outlined in the scope of work, contract and any amendments to the contract.

- **Contract Manager-** The Site Manager is also the primary liaison between the Bunker Hill Community College Designated Representative, when dealing with quality issues. The Site Manager will review the Quality Control Forms for compliance every week and direct supervision to resolve any recurring problems that are noted. In such cases, where recurring problems are identified, a formal corrective action request will be initiated by the Site Manager to ensure that the root cause(s) of the problem is/are identified and that an effective action plan is devised to eliminate the potential of future recurrences.
- **FM&M, INC. Independent Inspectors:**
 - a. **Director of Quality for FM&M, Inc** is a Quality Assurance Professional who reports to the President of FM&M, Inc., and is an independent staff member whose primary function is to ensure high quality standards and compliance with all FM&M contracts.

This independent inspector will use the same procedures and forms as are used by our Site Supervisors and Contract Manager. **These inspections will be unannounced.** In addition other areas to be inspected and discussed are as follows:

- b. Major Quality issues and actions taken

- c. Changes to the Statement of Work
- d. Equipment issues, repairs, replacements, general care
- e. Personnel issues
- f. Training of employees
- g. Work schedules and assignments
- h. Results of Bunker Hill Community College inspections
- i. Results of external inspections
- j. Agency policies and procedures
- k. Management training

Results of these independent inspections are recorded and copies are reviewed with the Site Supervisor(s), and FM&M, Inc. leadership. Copies are on file in the Contract Manager's office. We would welcome any representative from the Bunker Hill Community College to accompany any FM&M, Inc. staff member on any announced or unannounced inspection

V. Inspection Procedures

All inspections are performed using forms like the QC 1 and QC2 forms, with reference to the Operational Standards and in conjunction with Bunker Hill Community College (BUNKER HILL COMMUNITY COLLEGE) custodial tasks inspection checklist (*See Appendix 3 and 4*)*. *Once awarded the contract FM&M, Inc. will incorporate new inspection lists to insure proper quality standards.* Inspection Procedures are outlined in Flow Charts attached as specified.

Daily Random Inspections

Site Supervisor(s)/Unit Manager(s)

See Appendix 5 Daily Inspection Procedure Flow Chart

- 1) Daily inspections will be performed by Site Supervisor(s) on those areas for which they and their workers are responsible.
- 2) The Site Supervisor(s)/Unit Manager(s) then meets with the workers to discuss the results of the inspections
- 3) If any portion of the inspection is unsatisfactory, the Site Supervisor(s)/Unit Manager(s) and the worker return to the area and the worker is instructed / assisted in correcting the problem immediately.
- 4) Correction of the problem and any other comments are then noted and signed off on the inspection form by the Site Supervisor(s)/Unit Manager(s).
- 5) The inspection forms are turned in to the Site Manager for further review. (See Section of Quality Control Data Management for review and analysis procedures)

Site Manager

See Appendix 6 Manager's Daily Inspection Procedure Flow Chart

- 1) Daily inspections will be performed randomly by the Site Supervisor(s) and/or the Operations Manager insuring that the Site Supervisor(s)/Unit Manager(s)'s designated responsibility (area and/or team) will be subjected to an inspection at least weekly.
- 2) Daily inspections will be performed by the Quality Control Inspector assigned to this project full time.
- 3) The Site Manager will meet with the Site Supervisor(s)/Unit Manager(s) to discuss the results of the inspections

- 4) If any portion of the inspection is unsatisfactory, the Site Supervisor(s)/Unit Manager(s) and the worker return to the area and the worker is instructed / assisted in correcting the problem at that time
- 5) Correction of the problem and any other comments are then noted and signed off on the inspection form by the Site Supervisor(s)/Unit Manager(s)/worker.
- 6) The inspections forms are turned in to the Site Manager for further review. (See Section of Quality Control Data Management for review and analysis procedures)

**Periodic / Monthly Inspections
Director of Quality**

- 1) The Director will arrive at the assigned Bunker Hill Community College site(s) unannounced at least once times each month.
- 2) The Director will also periodically touch base with the Bunker Hill Community College Designated Representative, and invite discussion on Quality Issues and Customer Satisfaction.
- 3) The Director will then choose a section of each area randomly and inspect them using the Q1 and Q2 forms and standards as above.
- 4) The Director will review the results of the inspections and share any concerns he has learned from the College Representative
- 5) The Director will then implement the procedure above to correct any problems or issue found by this portion of the Director's visit
- 6) Periodically the Director of Quality will review documents and results of the daily inspections performed to ensure compliance with stated procedures and standards.
- 7) Results of the inspection, meeting and any required follow up is documented by the Director and a copy of the inspection is left with the Site Supervisor(s) and ultimately retained in a file on site.
- 8) A copy of the inspection and results are also forwarded to the Main Office, for review. (See Section of Quality Control Data Management for review and analysis procedures)
- 9) The Bunker Hill Community College Designated Representative can be informed and invited to attend any of the unannounced inspections.

VI. Customer Communication & Satisfaction

Service Call Program

*See appendix 10 Customer Communication & Satisfaction Program
Service Call Program*

Performance Evaluation Meetings

Bunker Hill Community College Designated Representative / Contractor Meetings

The Site Manager and Site Supervisor(s)/Unit Manager(s) will meet weekly. This meeting will address specific topics (i.e. the effectiveness of the Quality Control Plan, correction action plans, proposal submittals for extra services and any other agreed upon items). FM&M, Inc. will submit required monthly reports. Any corrective actions on the part of FM&M, Inc. will also be discussed.

It is expected that other FM&M, Inc. senior managers such as the CEO may attend meetings from time to time.

Meeting Minutes

FM&M Inc. will provide meeting minutes to the Bunker Hill Community College Designated Representative within 48 hours of the meeting. We encourage the Bunker Hill Community College Designated Representative to acknowledge receipt of minutes and provide any feedback/changes. The final meeting minutes will then be distributed to both parties.

VII . QC Data Management / Corrective Actions

Analysis of Quality Data

See Appendix 11 Quality Control Data Management Review & Analysis Procedures

On an ongoing basis, Quality Data from all sources are reviewed and analyzed in order to identify trends, issues, and training needs. Results of this analysis will be reviewed during standard Commercial Division Management Team meetings, and the Corrective / Preventive Action Plan procedures will be utilized to resolve any issues.

See Appendix 12 Corrective / Preventive Action Plan Procedure.

In addition, the results of the Action Plan procedures will be communicated to the Bunker Hill Community College Designated Representative during monthly Performance Evaluation Meetings. This does not preclude FM&M, Inc. from requesting additional meetings or communicating Action Plans should they be of a more critical nature.

Critical Issues, including Corrective Actions are reported during the CEO's Weekly Senior Management Team meetings and would be included as necessary in the FM&M, Inc. Commercial Division portion of the CEO's Board report.

Below please find a copy of *FM&M, Inc.'s Quality Program Appendices (1-12)*, following this section.

FM&M, INC. QUALITY PROGRAM APPENDICES

Seasonal Special Cleaning Crew for Bunker Hill Community College from May 1-Oct.31: These workers are responsible for the Scope of Work as defined by the Bunker Hill Community College scope of work needs and arranged between the Facilities Manager and contract vendor Site Manager from May 1 –October 31.

FM&M, Inc. Proposed Staffing Plan

FM&M, Inc. recognizes and understands that Bunker Hill Community College that our proposed schedule could change pasted on Bunker Hill Community College’s needs. FM&M, Inc. will work and with the Bunker Hill Community College Designated Representative to provide the necessary personnel needed to maintain the College, as per the RFP specifications.

Charlestown Campus Proposed Day Porters

Classification and Proposed Shift Coverage	Hours Per Day	Hours Per Week
Contract Manager-Covering Entire Campus locations	Varies	As Needed
Customer Relations Manager/Quality Assurance – Covering entire campus locations	Varies	As Needed
<u>Day Schedule: Monday-Friday</u>		
<u>Day Porter Supervisor:</u> One (1) Day Full Time Working Supervisor: Monday-Friday 9:00am-5:00pm	7.5	37.5
<u>Day Porter(s):</u> One (1) Full Time Day Porter: 8:00am-4:30	7.5	37.5
One (1) Part Time Day Porter: 9:30am-1:30pm	4	20
<u>Evening Schedule: Monday-Friday</u>		
<u>Evening Supervisor:</u> One (1) Evening Working Supervisor: Monday-Friday 8:00pm-4:00am	7.5	37.5
<u>Evening Porters:</u> Seven (7) Evening Porters: 8:00pm-4:00am	37.5	337.5
Two (2) Evening Porter: 4:00pm-11:30		
<u>Weekend Day Porters: Saturday-Sunday:</u>		
One (1) Part Time Weekend Day Porter: 9:00am-1:00pm	4	8
One (1) (Weekend) Day Porters - 3:00pm-11:00pm	7.5	15
One (1) Weekend Day Porter - 9:00am-5:00pm	7.5	15

TOTAL Porter Hours		590.5
Seasonal Special Project Crew: May 1-October 31 Three (3) Special Project Crew Team Monday-Friday 8:00pm-1:30am	27.5	82.5

Chelsea Campus Proposed Day Porters

Classification and Proposed Shift Coverage	Hours Per Day	Hours Per Week
Contract Manager-Covering Entire Campus locations	Varies	As Needed
Customer Relations Manager/Quality Assurance – Covering entire campus locations	Varies	As Needed
<u>Day Porter(s): Monday-Friday:</u> One (1) Part Time Lead Worker Day Porter: 9:00am-1:00pm One (1) Day Porter Part Time Day Porter: 4:00pm-7:00pm	4 3	20 15
<u>Evening Porters: Monday-Saturday:</u> One (1) Evening Porters: 9:00pm-1:00am	4	24
<u>Grounds Day Porters: 175 Hawthorne Street Chelsea Seven Day Per Week:</u> One (1) Day Porters -6:00am-7:00am	1	6
Seasonal Special Project Crew: Monday-Friday (days determined based on need)	6	30
TOTAL Porter Hours		95

Additional Service

FM&M, Inc. utilizes a combination of float teams (over twenty staff) and contract dedicated staff to address events staffing outside the normal operating schedule. Additionally, through FM&M, Inc.'s relationship with its parent company, WORK Inc. and other FM&M, Inc. contracted locations in the area,

we have access to equipment and over 150 personnel to access for Bunker Hill Community College special event needs.

The majority of the facilities we service require over-night snow removal and emergency response from time to time. FM&M, Inc. is use to servicing large multi-complex locations, such as the Hogan Regional Center and Wrentham Developmental Centers, with large event needs. All of our managers utilize Smart Phones with internet/email accessibility. FM&M, Inc. is accessible 24/7/365 a year to meet the needs of our customers. To facilitate a direct line communication flow between FM&M, Inc. and Bunker Hill Community College, our Site Manager will be the first line of contact. Our preferred method s of communications is through the use of email or phone call. Upon receipt of the request, our site manager will notify the FM&M, Inc. Chief Operating Office who will then disperse additional staff resources.

Once awarded the contract, FM&M, Inc. will provide the Bunker Hill Community College Designated Representatives with a list of emergency contact numbers, including home phone, cell phone and email addresses of the respective Site Manager, as well as, our Chief Operating Officer, his alternate and our Customer Relations Manager.

FM&M, Inc. Management Structure

Below you will find a detailed breakdown of FM&M, Inc. key personnel along with years of experience for each.

FM&M, Inc. Corporate Officers

James Cassetta, President of FM&M, Inc. brings over 30 years' worth of custodial knowledge and was the primary owner of FM&M, Inc. prior to WORK Inc.'s acquisition of FM&M, Inc. in January 2004. This intimate knowledge of the ins and outs of custodial work represents a unique understanding and passion to the challenges faced at the Bunker Hill Community College and the importance of constant long-term support to our Contract Managers. It is not unusual for him to show up at a job site anytime and assist in any way possible.

Eddy Saenz, Chief Operating Officer of FM&M Inc. brings over 30 years of custodial knowledge and was a minority owner of FM&M, Inc. prior to its acquisition by WORK Inc. Eddy was one of the first Latin COOs in the Boston market and has spent his entire career introducing Quality state of the art processes and improvements to FM&M Inc. In July of 2004, Eddy coordinated and managed the simultaneous startup of 3 major DDS contracts worth over 2.5 million dollars.

David Anderson, Chief Financial Officer of FM&M, Inc. brings over 40 years of fiscal management and expertise. Additionally, David is authorized as a Corporate Authorized Contract Signer for FM&M, Inc.

FM&M, Inc. Management Team

Albert Fava Jr, FM&M, Inc./WORK Inc. Vice President of Commercial Services has worked for WORK Inc. Custodial Division for over 30 years. During this time Al has performed all aspects of custodial work and has run multiple large scale government contracts. This experience has given Al a comprehensive and extensive background in custodial cleaning, government contract requirements and strict safety regulations. Al is an expert in the cleaning industry, specializing in floor care and green cleaning. He has participated in round table discussions at ISSA, worked with HILLYARD manufacturing as a consultant and tested of green products, and has performed consulting services for government agencies, other custodial companies and private industries for specialized cleaning. Al provides technical consultation for FM&M Inc.

Lisa Fitzgerald, Vice President of Customer Relations and Quality Control has over

12 years of customer relationship knowledge and three years of custodial service knowledge. She has successfully managed multiple start-up contracts for State, Municipality and Private Contracts. She holds a Master's Degree in Science Management and is Wilson Learning Signature Service: Keys to Customer Satisfaction Certified. This intimate knowledge of customer relationship management and support to FM&M, Inc. Contract Management Team aids in FM&M, Inc. quick response in customer requests, complaint resolution and scheduling of additional services needed by our customers.

Area Managers: FM&M, Inc. currently has three (3) Area Managers. Our Area Managers are responsible for the implementation of the daily custodial operations, assists the project manager in developing custodial plans, systems and programs, and implements a quality control plan to adhere to the contract statement of work.

Supervisor(s): FM&M, Inc. currently has multiple working supervisors. Our supervisors are responsible for training, supervising and working with individuals to perform custodial operations according to the contracts scope of work. Supervisors assign employee workloads, schedules, including starting and ending times, breaks and lunch periods, and may make changes at his/her discretion. FM&M, Inc. supervisors are responsible for evaluating an employee's performance on an annual basis.

Janitorial Staff: FM&M, Inc. currently has 150 janitorial staff. FM&M, Inc. janitors maintain assigned cleaning areas in a safe, sanitary, orderly and customary manner according to the contracts statement of work.

Floor Care Specialists: FM&M, Inc. floor care specialists are responsible for cleaning and maintaining the floors throughout the facility, specific duties include carpet care, hard floor care, detail cleaning and performing special projects.

WORK Inc. Support Structure for FM&M Inc.

WORK Inc., under a management agreement with FM&M Inc., provides Human Resources, Financial and Technical Support for FM&M, Inc. Listed below are key support personnel under this agreement.

Sharon Smith, WORK Inc. Senior Vice President and COO brings over 20 years of janitorial contract knowledge. She has overseen the startup and successful completion of over 5 different large scale government contracts including several cross-state government contracts. Her knowledge and awareness of the complexities required in understanding different state regulations has allowed FM&M Inc. to expand its contracts as well as its commitment to the growth of our Contract Managers. She has done this by introducing such things as web-based meetings, trainings and personalized growth plans.

WORK Inc.'s Human Resource/Training Departments assists and supports FM&M, Inc.'s Contract Managers in the processing/managing of I-9s, CORI checks, drug testing, hiring, orientation, training and disciplinary actions. These departments work in conjunction with FM&M Inc.'s managers to ensure all appropriate trainings are provided initially and then updated as necessary. Our orientation consists of a two part process. Human Resources go over FM&M's policies and procedures with all staff. This includes such things as going over the staff book, drug policies, human rights training, CPR/First Aid, and Safety Procedures. The Site Manager then provides on the job training which includes site specific requirements. Upon request of the customer, FM&M's employees or state recommendations specialized trainings will also be setup and coordinated by WORK Inc.'s Human Resource Department.

The primary role of the WORK Inc. Support Team is to support FM&M, Inc. and its Contract

Managers in all aspects of their job. Recognizing that quick responsible actions are a key aspect of performing quality services for our customers, FM&M gives their Contract Managers a significant amount of authority.

Each manager participates in and is responsible for their entire project budget. This knowledge and in depth familiarity allows them to make confident unilateral decisions in times of need to address any immediate concerns they or their customer has.

This includes but is not limited to:

- The ability to price additional service jobs for the customer.
- Approve overtime both reimbursed and unreimbursed.
- Hire for staff vacancies and effectively recommend terminations.
- Bring in vendors and outside expertise to address specific needs.
- Purchase additional equipment and supplies.
- Recommend and schedule trainings for staff.

In short, the ability to get the job done no matter what it takes.

FM&M, Inc. Quality Control Policy and Inspection Protocols including our Proposed Quality Control Program for Bunker Hill Community College

FM&M Inc. is use to providing quality services to high demanding customers. Our approach to quality starts with the training we provide our staff that incorporates the concepts of ongoing quality improvements, continuous inspections and immediate feedback incorporated into the daily routine, starting with our line workers and Working Supervisors/Site Supervisor(s) on up to our Director of Quality Assurance. If awarded, FM&M Inc. will create an all-inclusive QC program that will incorporate all work areas and SOW details.

We have included in this package a draft Quality Program for the Bunker Hill Community College that addresses specifically the cleaning standards as put forth by the Chelmsford Schools. This plan is consistent with the Quality Programs used successfully at all our contracted customer locations.

FM&M, Inc. Proposed Custodial Services Quality Program for Bunker Hill Community College

Table of Contents

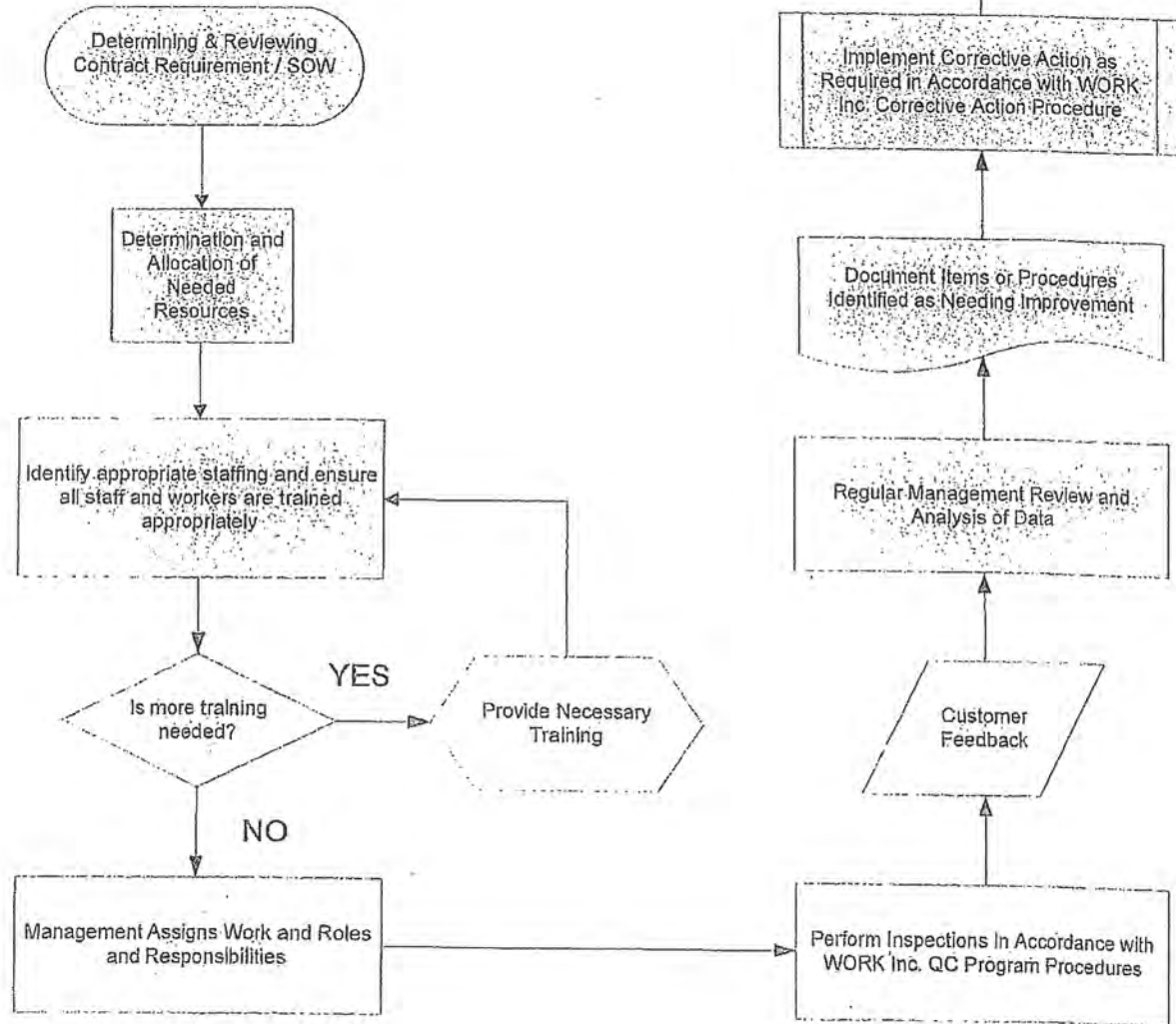
- I. Scope
- II. Major Components
- III. Operational Standards
- IV. Site Management
- V. Inspection Procedures
- VI. Customer Communication & Satisfaction
- VII. QC Data Management / Corrective Actions

I. Scope

Document Purpose:

Appendix One

FM&M Inc. Quality Control Program Process

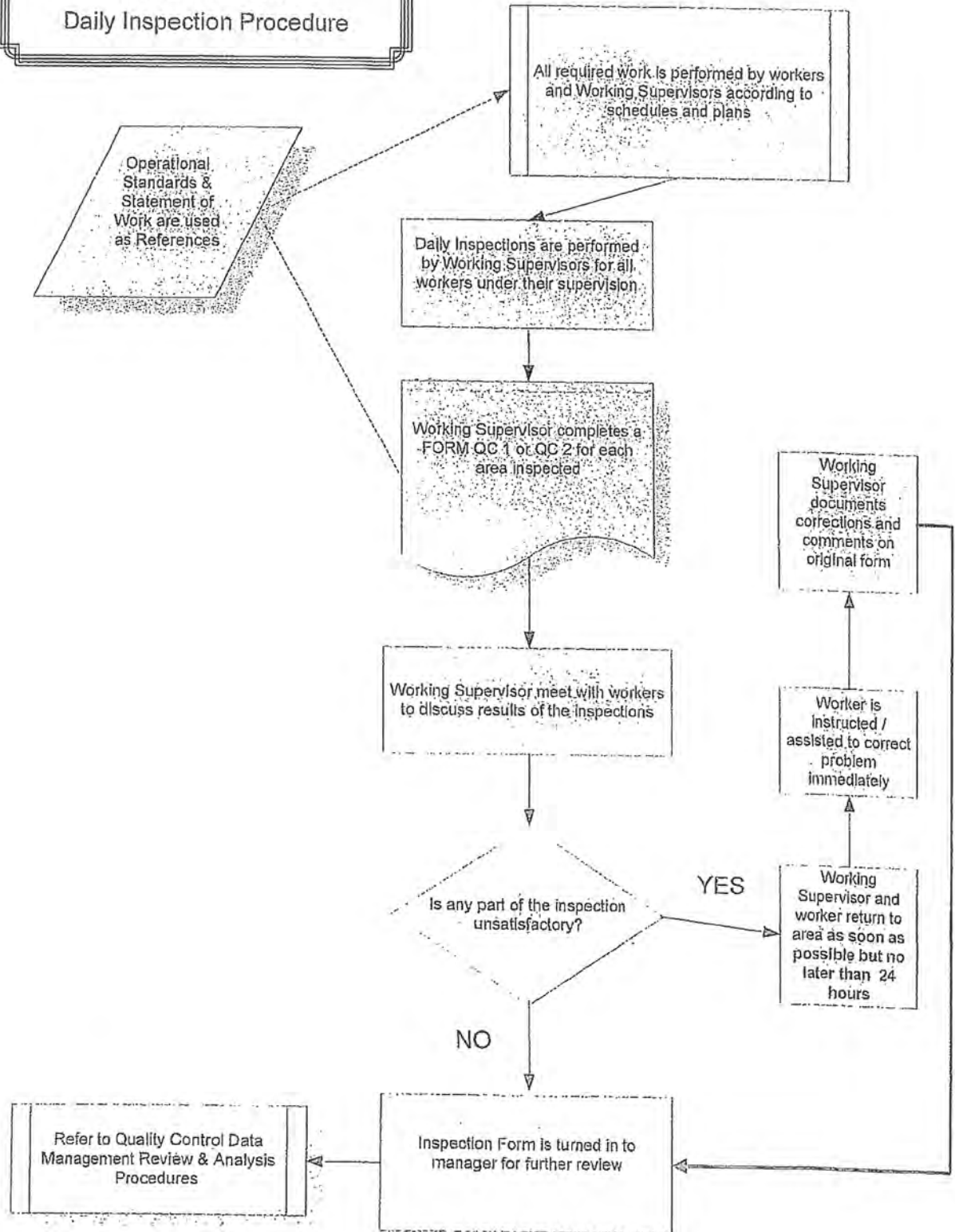


Date		Building		Time Start:	
Inspected by:				Time End:	
FLOOR #		SATISFACTORY	UNSATISFACTORY	SPECIFIC LOCATION	CORRECTION DATE / INITIALS
WOMEN'S RESTROOM / LOCKER ROOMS					
1	Vacuum Carpets				
2	Mirror				
3	Furniture				
4	Floor				
	a. Sweep				
	b. Mop				
5	Sinks				
6	Faucets				
7	Sink Pipes				
8	Ledges / Sills				
9	St, Steel				
10	Partitions				
11	Toilets				
	A. Inside				
	b. Outside				
	c. Flushettes				
12	Walls				
13	Trash Containers				
14	Kick Plate				
15	Servicing				
	a. Toilet Paper				
	b. Paper Towels				
	c. Soap				
	d. Pad Dispenser				
MEN'S RESTROOM / LOCKER ROOMS					
1	Floors				
	a. Sweep				
	b. Mop				
2	Sinks				
3	Faucets				
4	Sink Pipes				
5	Mirror				
6	Ledges / Sills				
7	St, Steel				
8	Partitions				
9	Toilets				
	a. Inside				
	b. Outside				
	c. Flushettes				
10	Walls				
11	Trash Containers				
12	Kick Plate				
13	Servicing				
	a. Toilet Paper				
	b. Paper Towels				
	c. Soap				
14	Urinals				
	a. Inside				
	b. Outside				

Date		Building		Time Start:	
Inspected by:				Time End:	
FLOOR #		SATISFACTORY	UNSATISFACTORY	SPECIFIC LOCATION	CORRECTION DATE / INITIALS
CORRIDORS					
1	Floor				
2	Dusting				
	a. Ledges				
	b. Baseboards				
	c. Walls				
	d. Furniture				
	e. Sills				
	f. Doors				
3	Spots				
4	Mop				
5	Water Fountain				
OFFICE					
1	Trash Container				
2	Vacuum Carpets				
3	Spots / Carpet / Floor				
4	Walls				
5	Dusting				
	a. Cabinets				
	b. Bookcases				
	c. Desks				
	d. Tables				
	e. Chairs				
	f. Partitions				
	g. Ledges				
	h. Baseboards				
	i. Glass / Clean				
	j. Door / Kick Plate				
6	Water Fountain				
7	Sweep				
8	Mop				
9	Window Sills				
LOBBY					
1	Vacuum Carpets				
2	Sweep				
3	Mop				
4	Stairs / Steps				
5	Hand Rails				
6	Entrance Doors				
7	Brass / Glass				
8	Trash Containers				
9	Ledges				
10	Spots				
STAIRWELLS					
1	Sweep / Wet Mop				
2	Dusting				
3	Hand Rails				
ELEVATORS					
1	Walls				
2	Floor				
3	Threshold				
4	Hand Rails				

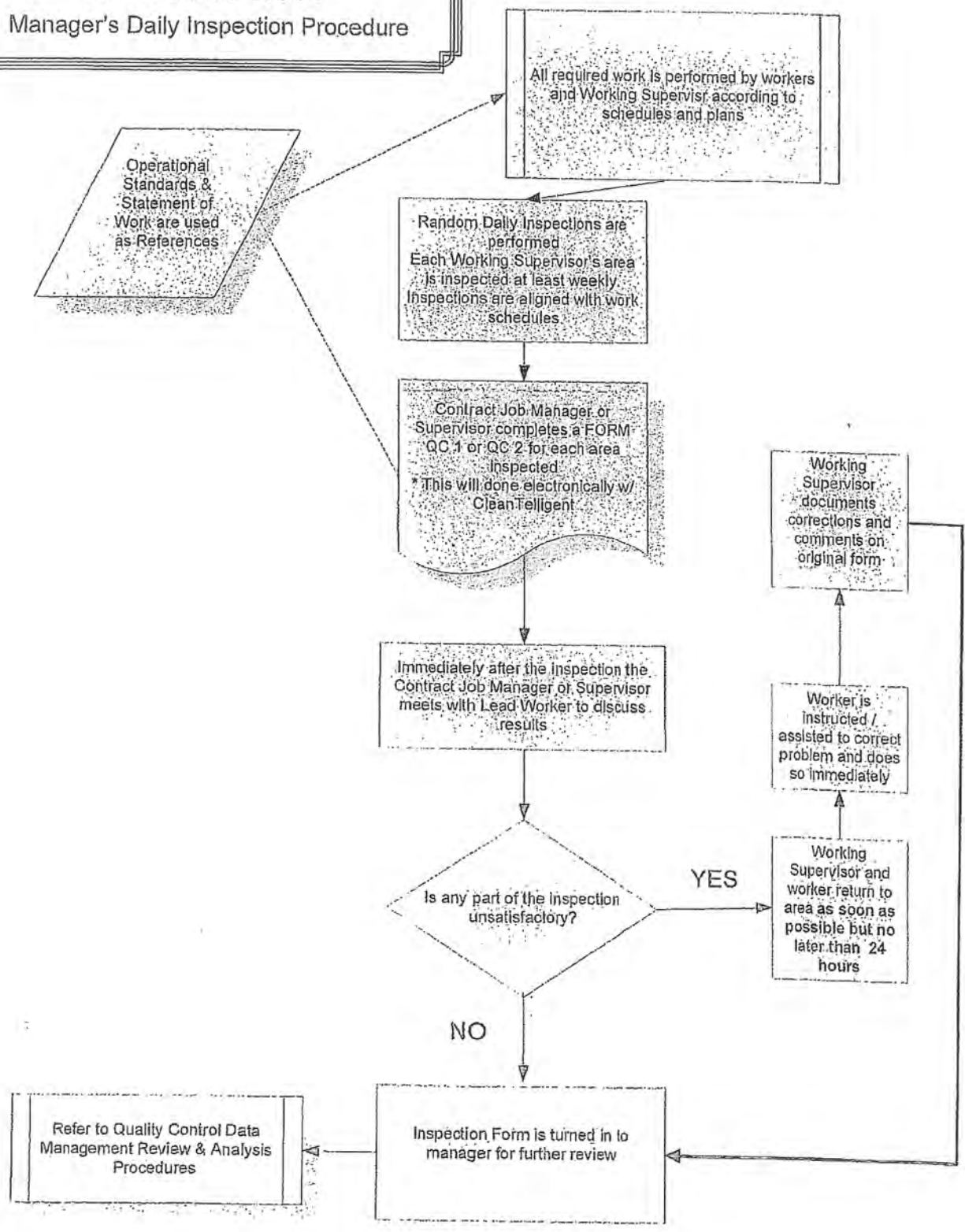
Appendix Five

FM&M Inc.
Daily Inspection Procedure



FM&M Inc.

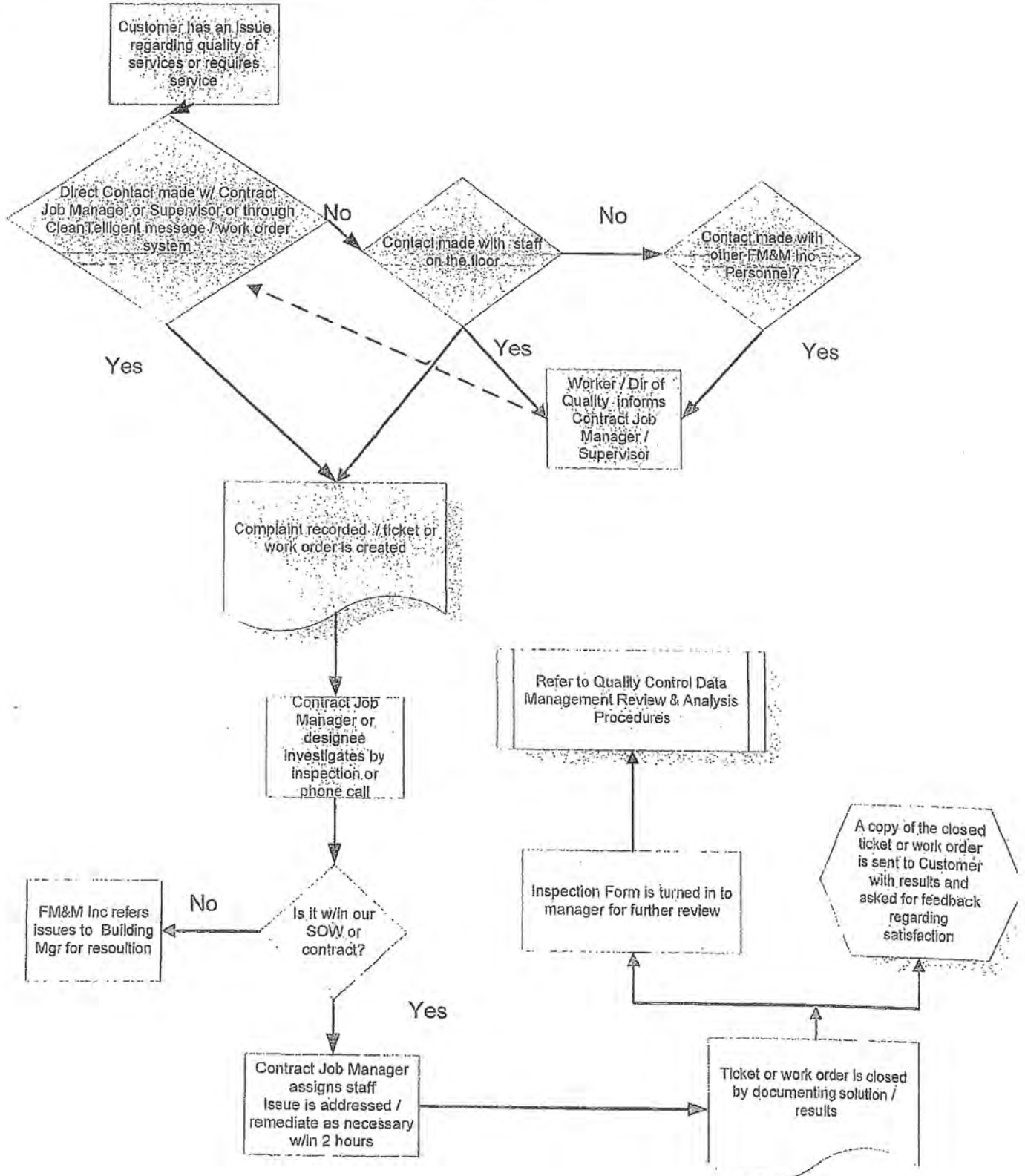
Manager's Daily Inspection Procedure



FM&M Inc.

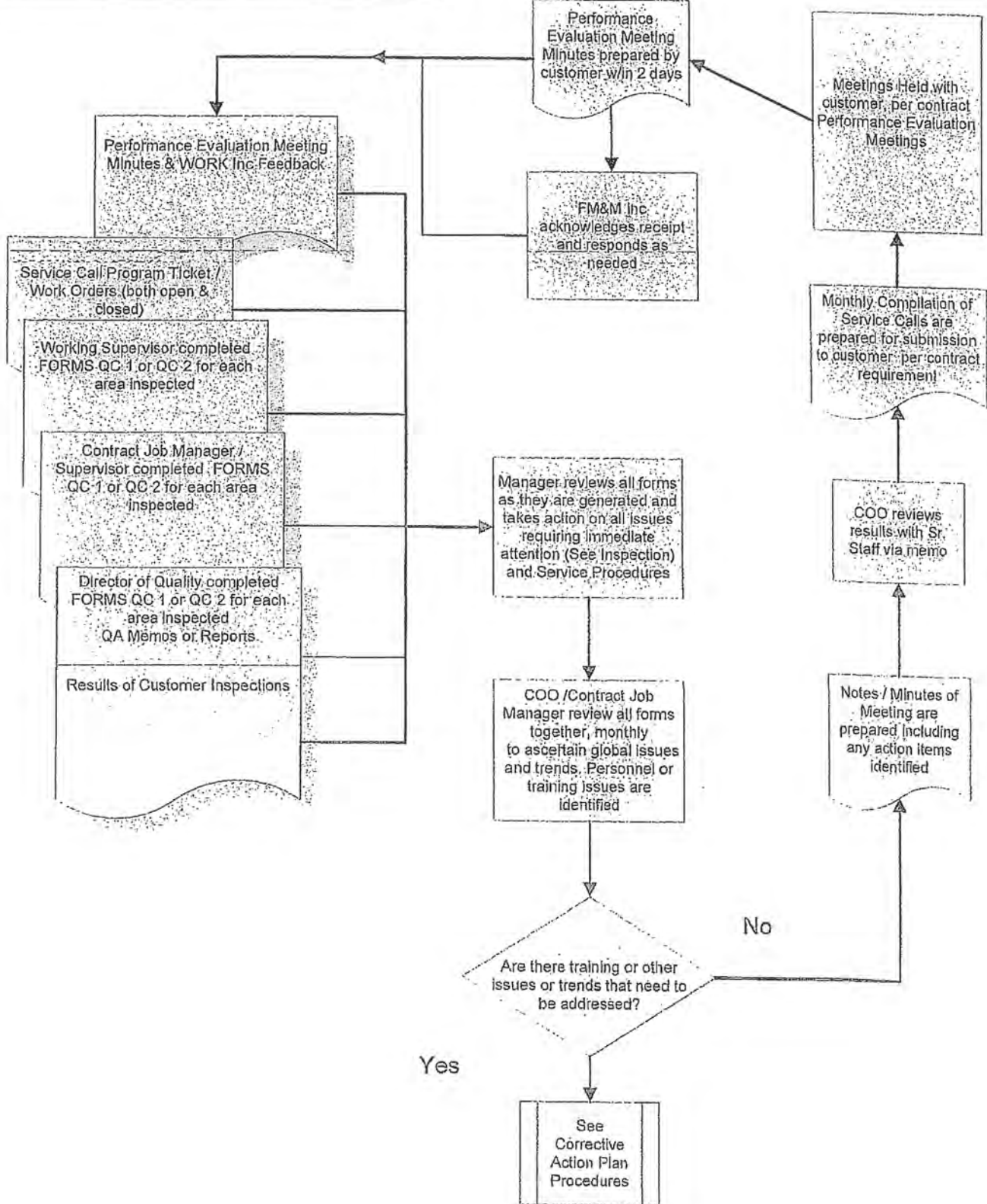
Customer Communication & Satisfaction Program Service Call Program

Appendix Ten



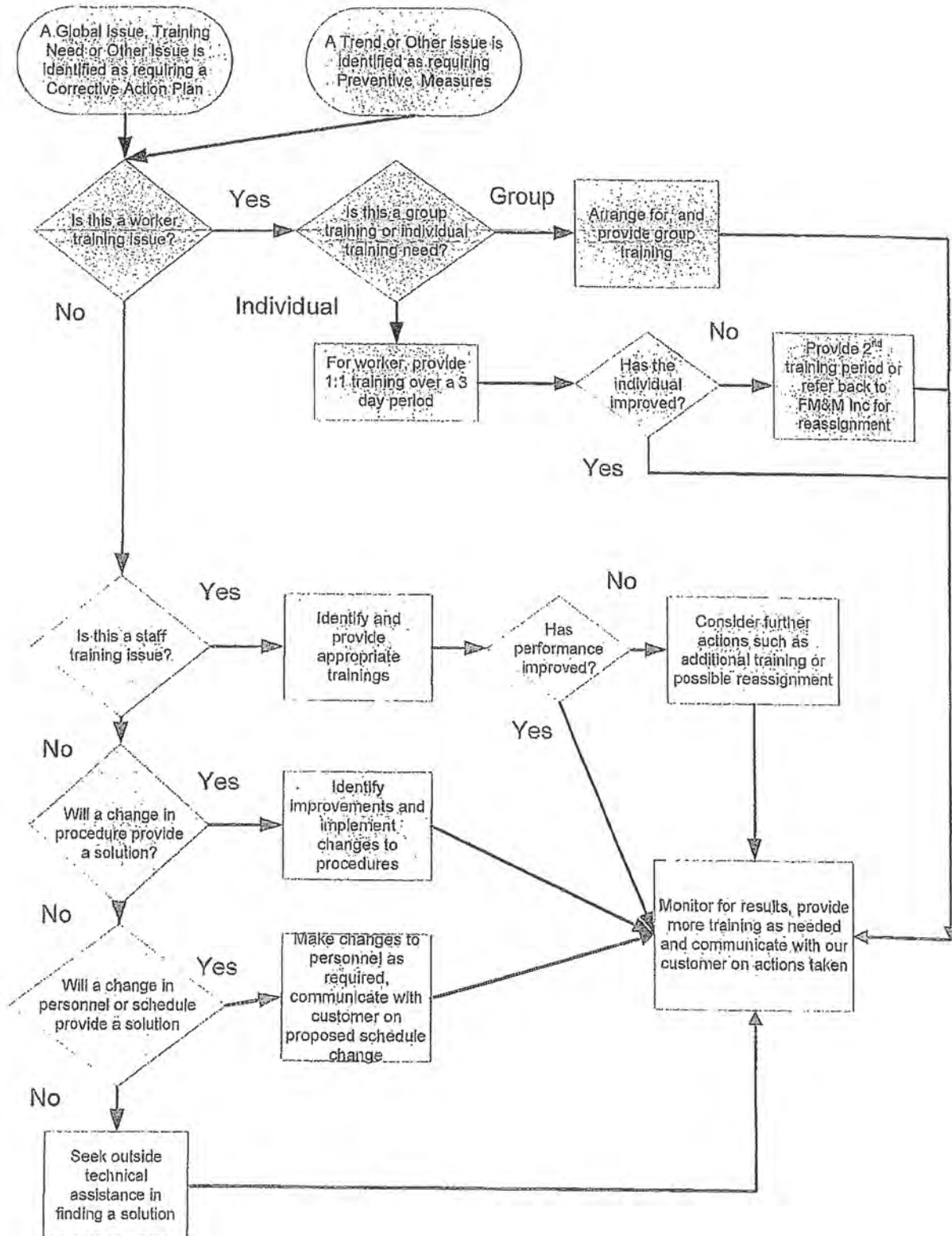
FM&M Inc

Quality Control Data Management Review & Analysis Procedures



FM&M Inc

Corrective / Preventive Action Procedure



FM&M, Inc. Green Cleaning Practices: Chemicals, Supplies and Equipment

FM&M, Inc. Environmental Policies Including Green Cleaning Practices

FM&M, Inc.'s Environmental Green Cleaning Policy/Environmental Practices/Green Cleaning Chemicals, Supplies and Equipment

Facilities Management & Maintenance, Inc. (FM&M, Inc.) is committed to "Greening Janitorial" and is dedicated to becoming an industry leader in the field of custodial green cleaning. Since the year 2000, FM&M, Inc.'s key personnel have been researching, setting company guidelines and implementing Green Cleaning practices. FM&M, Inc. has evaluated and selected its distributors and chemical manufacturers based on their commitment and seriousness to maintain a healthy environment to all. FM&M, Inc. works regularly with contractors to assist in their attainment of a Zero Environmental Footprint. This commitment includes using proper use of energy, recycled content products, environmental safe chemicals, energy and water efficient equipment and purchasing consumables that packaging minimizes non-recyclable waste materials.

FM&M, Inc. utilizes guidance from Executive Orders: 13514 and 13423 in determining its Green Clean Program. Acknowledging that the nature of some cleaning and chemical usage cannot be completely environmentally safe, FM&M, Inc. will utilize the most "environmentally preferable method possible. Listed below is the definition for "environmentally preferable" as defined by the EPA website.

What is "Environmentally Preferable?"

Environmentally preferable means "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," according to the Instructions for Implementing Executive Order 13423 This comparison applies to raw materials, manufacturing, packaging, distribution, use, reuse, operation, maintenance, and disposal.

To insure the health, safety and well-being of its customers and employees, FM&M, Inc., will switch to more chemicals and products as they become more environmentally friendly or Green Seal approved. FM&M Inc. works continually with our primary supply vendor, Hillyard-RoVic- a statewide contract FAC85: Green Cleaning Products, Programs, Equipment and Supplies Award Company, to utilize products and chemicals that are Green Seal approved. In the event, a product/chemical is not capable of meeting the standards, due to the nature of usage or quality of performance (i.e. stripper, finisher), FM&M utilizes products/chemicals that are environmentally preferred as possible as set for by EPA standards.

FM&M Inc. consults regularly with its primary vendor Hillyard-Rovic Inc, winner of the 2006 Green Champion Award for New England. Hillyard-Rovic's highly trained staff members are Hillyard Cleaning Costs Analysis Program (CCAP) certified; are Leadership in Energy and Environmental Design – Accredited Professional (LEED-AP); ISSA Certified Expert CIMS Certification (I.C.E.), have graduated from Green Cleaning University Graduate (GCU), are certified by the Association for Professional in Infection Control (APIC); and hold Occupational Safety & Health Administration (OSHA) teaching certificates.

FM&M, Inc primarily utilizes products manufactured by:

Hillyard-RoVic, Inc
302 North 4th Street
P.O. Box 909
St. Joseph, Missouri 64501 USA
1-800-365-1555 www.hillyard.com

Chemical, Supplies and Equipment

Facilities Management & Maintenance, Inc.'s (FM&M, Inc.) environmental plan includes the usage of green seal and/or environmentally preferred chemicals, supplies and equipment.

Listed on the following pages, grouped by category, are the chemicals and products FM&M, Inc. currently utilizes. FM&M, Inc.'s base chemicals are all Green Seal approved. Other chemicals are utilized only if one of the base chemicals does not work, or if specialized cleaning is required. FM&M, Inc. has Safety Data Sheet (SDS) manuals located at our administrative office and at all our customer site locations. FMM&M, Inc. also supplies SDS sheets in every location where chemicals are stored. Copies of FM&M, Inc. Safety Data Sheets are available upon request and can also be found on at www.hillyard.com. Upon contract award, FM&M, Inc. will supply the Bunker Hill Designated Representative with all copies of SDS Sheet for cleaning chemicals to be utilized onsite.

Chemicals

Green Seal Approved

- Hillyard Super Shine All Neutral Cleaner
- Hillyard Green Select Glass Cleaner
- Hillyard Green Select Bathroom Cleaner
- Hillyard Green Select Degreaser Cleaner
- Hillyard Suprox: Multi-Purpose Cleaner (Hydrogen Peroxide)
- Hillyard Top Clean Neutral Floor Cleaner

Environmentally Preferred

- Hillyard Unscented Clean Action II: Carpet Extraction Cleaner
- Hillyard Unscented Deep Action: Carpet cleaner
- Hillyard Citric Shower Foam: Shower/Wall cleaner
- Hillyard Citric Extra Strength CSP cleaner: Multi Surface Cleaner
- Hillyard Liquid Enzyme II: Odor Eliminator
- Hillyard Re-Juv-Nal: Germicidal/Disinfectant (PH Neutral)
- Hillyard One Plus: Floor finish (Currently being tested for durability/performance)
- Hillyard Green Select Stripper (Currently being tested for durability/performance)

Specialized Cleaners

- Kleenmaster's Brillianize: Plastic Cleaner and Polish

Kleenmaster, Inc.

4966 Industrial Way
Benica, California 94510
Phone: 1-800- 445-9344

FM&M, Inc. currently uses Hillyard Devastator stripper, Hillyard 341 Sealer and Hillyard Northstar floor finish. These are environmentally preferred as the finish product is extremely durable and maintains a high shine, resulting in less frequent re-application. This results in less water usage as well as less disposable byproduct.

Supplies

FM&M, Inc. intends to use the most environmentally friendly supplies available. Listed below is a partial list of the supplies. FM&M, Inc. to insure high quality standards may modify the list upon beginning of services.

- Prolink Large, Medium and Small trash bags
- Rubbermaid 35 gallon Brute barrels and quiet casters
- Micro fiber color coded cloths & dry mops
- 18' extension pole for high cleaning
- Rubbermaid color coded mops and buckets
- Spray bottles
- Sponge pads
- Hepa vacuum bags
- Maid carts
- Hand squeegees
- Scrub brushes and handles
- Pro Team Green Seal Certified paper towels and toilet paper
- Floor scrappers
- Floor Squeegees
- Black or brown silica for ashtrays
- Double sided buckets
- Pre-packaged Biohazardous Waste Clean-up kits
- PPE equipment, including full gowns for larger clean-ups
- Natural fiber burnishing pads
- Hypro black stripping pads
- Several different height ladders

Equipment

FM&M Inc. takes its commitment to Green Cleaning seriously and constantly tests the market for newer and better cutting edge equipment, Depending on the individual locations and building sizes and needs FM&M Inc. will use some or all of the following equipment listed below to perform its duties:

*Trident Rider Floor Scrubber 30in.: This ride-on machine will be used nightly to scrub all open hard floor surfaces. It utilizes gel batteries and low water consumption which is environmentally preferred.

Trident EX8: Simple, intuitive, ergonomic and effective. The EX8 brings soiled carpets back to life with minimal effort! Adjustable handle for operator comfort and superior maneuverability. No-strain fill and empty with hoseless design. Quick-connect ports to easily attach accessories.

Diesel Powered Pressure Washer: This machine will be used to wash down all outside areas.

*Trident PRO Walk Behind Scrubber: This machine will be used on hard floors. This machine will also be utilized to strip large area floors. It utilizes gel batteries and low water consumption which is environmentally preferred.

Trident Floor Burnisher: This machine will be used on all finished hard floor surfaces. This machine has a dust collection system which is environmentally preferred.

Trident 30" Floor Machine: This machine will be used for low speed burnishing, stripping of floors and bonnet carpet cleaning.

Trident 20" Floor Machine: This machine will be used for low speed burnishing, stripping of floors and bonnet carpet cleaning.

Trident Two Speed Wet/Dry Canister Wet Vacs: This machine will be used for stripping operations and spillage/flood support.

Trident 13" portable Spot Extractor: This hand held carpet spotter utilizes mini extraction nozzles and will remove stains from upholstery, carpeted partition and will be used for interim carpet spotting.

Pro-Team Super Coach Vac HEPA: This machine with attachments will perform all the vacuuming of carpet and hard surfaces as well as assist in high dusting. This machine is CRRRI green certified.

Hillyard C3 Cleaning Companion - A new concept in touch free cleaning. Reduced operating pressure and water consumption provided customers with a safer, greener, lower impact alternative to legacy restroom cleaning systems. Less water means less chemical. Lower pressure provides greater safety to cleaning staff as well as the surfaces we are cleaning. In daily cleaning regimens, water is minimized, allowing micro fiber alternatives that remove the excess solution from the floor without risk of re-soiling.

FM&M, Inc.'s proposed Equipment for Bunker Hill Community College Campuses

Charlestown Campus Equipment

Quantity	Equipment
1	machine with shampoo tank
3	Wet/Dry vacuum
1	Extractor -500 psi with wand
14	Bucket
4	Trident Vacuum
8	Super Coach HEPA Vac. Pro 6
12	Receptacle Brute 55 gal
3	Maids Cart
3	Air Blower
2	Trident T 20sc Pro 20" Auto Scrubber

2	Burnisher Trident bu 1500
2	Burnisher b5 20 in

Chelsea Campus Equipment

Quantity	Equipment
1	Machine with Shampoo Tank
1	Extractor -500 psi with wand
4	Bucket
1	Trident Vacuum
1	Super Coach HEPA Vac Pro 6
2	Receptacle Brute 55 gal
1	Air Blower
1	Burnisher Trident bu 1500

FM&M, Inc. Cleaning Technical Procedures

As a custodial performing contractor since 1987, FM&M, Inc. has vast experience dealing with small, medium and large building requirements, as well as, a variety of staffing styles required to perform contracted duties. FM&M, Inc. typically utilizes a combination of individual and team cleaning. To insure consistent quality standards, FM&M, Inc. follows the Hillyard-RoVic Cleaning Costs Approved Program training (HCCAP).

All cleaning will be performed utilizing approved methods taught through HCCAP training. FM&M Inc. utilizes the full HCCAP instruction procedures that include chemical, equipment and materials needed to perform each task. It will follow a similar format to the ISSA 14 basic procedure in flow.

Listed below are samples of the methods and techniques utilized by FM&M, Inc.

1. **Dusting:**
 - a. **Low dusting - below 84 inches:** All dusting shall be performed using micro fiber cloths folded into 2 to create 8 dusting surfaces. Perform dusting from the top of furniture downward turning and folding the cloths as you move throughout the dusting areas utilizing a clean side, until all sides are used. Repeat as necessary. If needed utilize a 3 ft extension duster covered in a yellow disposable treated cloth to capture any dust in hard to reach places. Discard any used yellow cloths. Upon completion of shift turn all cloths in for washing.
 - b. **High dusting - above 84 inches:** To dust walls, ceilings, and unmovable fixtures FM&M, INC. will use the Pro-Team vacuum with attached extension poles and dusting tool vacuum while d dusting from top down. To dust breakable objects FM&M, INC. will utilize a ladder and the same procedure listed for Low Dusting. For those areas requiring dusting over 15 feet, FM&M, INC. will utilize Unger extension poles and appropriate dusting tool. When utilizing this method, because the poles are extremely long, employees will work with a partner.

2. **Spot Cleaning:**

a. **Hard surfaces - not floor, glass or plastic:** FM&M, Inc. will clean all hard surfaces, excepting floor, glass or plastic, beginning with the lightest cleaner (Suprox) possible moving towards the heaviest cleaner (CSP Cleaner). At no time shall a cleaner be used that will change the look or appearance of the original finish. FM&M, Inc. will apply the cleaning solution either directly to the surface or to the MicroFiber cloth than wipe clean.

b. **Hard surfaces – plastic or glass:** FM&M Inc will utilize Brilliance for museum quality plastic and glass/Suprox Cleaner for all other areas. FM&M, Inc. will spray product onto surfaces then wipe clean with soft cloth. FM&M, Inc. will NOT use MICROFIBER cloths; these will scratch these surfaces. Squeegees may be used at large entranceways.

3. **Vacuuming:**

a. All vacuuming shall be performed using HEPA vacuums and shall include under and around desks utilizing attachments as needed. Work begins at the back of the room and moves towards the door minimizing vacuum lines. Work Inc will also utilize upright and canister CRRRI certified vacuums if needed to remove dirt dust from deep carpet pile, hard to maneuver spaces, etc.

4. **Sweeping:**

a. Bathrooms and stairways are to be swept with brooms. All other areas will be done with Pro-team vacuums or Micro Fiber treated dust mops.

5. **Specialized Floor Care**

a. **Granite:** Granite floors are washed with a neutral detergent (Top Clean) or for a little shine (Super Shine All). Stains impregnated into the granite are removed using Stone Medix stone poultices. The process lasts up to 48 hours. Stripping and waxing is not necessary but if a finish is required. FM&M, Inc. will apply NorthStar floor finish. It is slip resistance and provides a high shine.

b. **Marble:** Marble floors, with one exception, are treated the same way as granite floors. Because virtually all marble floors are diamond cut or polished FM&M, Inc. will not apply finish unless specified by the manufacturer.

c. **Terrazzo Floors:** Because Terrazzo flooring is a man-made combination of stone and cement and comes in many different varieties it requires a good base sealer with at a minimum 2 coats of finish. FM&M, Inc. utilizes a combination of Hillyard 341 Sealer and Northstar to create a highly polished look. Once properly sealed Terrazzo floors are deep scrubbed and recoated rather than completely stripped as the original sealer helps impregnate the porous cement and prevents subsequent staining. FM&M, Inc. utilizes Super Shine All to wash and maintain Terrazzo floors. Super Shine All treats the finish and creates an even, uniform luster.

- d. **Cement Floors:** Cement Floors are sealed with 4 coats of sealer and maintained with Top Clean.
- e. **Limestone Floors:** Limestone floors are treated the same treatment as terrazzo.
- f. **Glass Floors:** Glass floors are not treated with any sealers or finishes. FM&M, Inc. will use TopClean to maintain glass floors.
- g. **VCT Floors:** VCT floors are stripped, waxed and maintained by a Neutral cleaner. FM&M, Inc. uses a combination of Hillyard 341 Sealer and Northstar to create a highly polished look. FM&M, Inc. then washes the floors using Super Shine All which treats the finish and creates an even and uniform luster.
- h. **Wood floors:** FM&M, Inc. maintains wood floors with Super Shine All.

Other Greening Efforts

- FM&M, Inc. in conjunction with its partners, suggests notifying tenants of periodic cleanings and specialized services, through e-mails, letters and the building news networks. This allows tenants with specific allergy issues to be able to rearrange their work schedules, preventing possible negative reactions.
- We suggest escalating the recycling to include construction materials, computer parts, large scale law book disposals, and solid waste disposal.

Chemical Handling

All regularly utilized chemicals are pre-metered and require no mixing by the cleaner. At no time will an FM&M, Inc. employee be allowed to utilize any chemical not authorized by FM&M Inc. At no time shall an employee mix two chemicals together unless specifically instructed to do so or as recommended by the chemical manufacture (i.e. adding a Foam Reducing agent to the recovery tank of an extractor.).

All chemicals shall be in clearly marked labeled spray bottles and containers. All chemicals shall be safely stored in appropriate containers when not in use. At no time, for the safety and well-being of the employee, customer personnel and the general public will an employee utilize an unmarked chemical bottle.

Any employee found violating this policy will be subject to disciplinary action up to and including termination.

Equipment Care

Efficient operating equipment is essential in performing quality janitorial service. All equipment will be checked and inspected at the start and ending of each shift. Electrical equipment's cords, handles and plugs should be checked for looseness, fraying and broken prongs/ Vacuum bags should be emptied and filters cleaned at the end of each shift. Mop buckets, Scrubbers and barrels should be cleaned after each shift.

Report any malfunctioning equipment immediately to your supervisor for replacement/repair and discontinue use.

Trash and Recycling Removal

All trash collected and removed from a site must be disposed of in a customer identified dumpster at a specified facility. All recyclable materials must be separated and deposited in recycling bins provided by the customer recycling contractor.

FM&M, INC. SAFETY PROCEDURE MANUAL (Including HazCom Plan)

Introduction

This manual is designed to give employees a firm understanding of the importance for protecting its employees from job related injuries or illnesses and to inform and educate employees in maintenance of safe and healthy work environments.

Health and Safety Policy Statement

People are our most important assets. It is FM&M's policy that every person who is employed by Facilities Management and Maintenance has a safe and healthy place to work.

Safety is the primary concern for every person within the company which requires continuous monitoring and control of the physical environment, the activity within the environment and the external conditions that influence our day to day operations. This monitoring and control of the environment is the responsibility of all employees of Facilities Management and Maintenance.

Every effort will be made to prevent injuries and to educate employees of impending epidemics, national threat levels, seasonal storm and natural disaster warnings. We can achieve this by planning safety into our work, providing the proper equipment to do the job safely, train employees on the safe way to perform the job, and then 100% employee participation in our Safety programs that are offered throughout the year.

To ensure the safety of all employees at FM&M, Inc., you must remain informed about our safety standards and procedures. We have put together this Safety Procedure manual as a guideline. In addition all employees should know who to report an emergency to, contact information for their facility, and know the location of all fire and emergency exits, fire pull stations, alarms, fire extinguishers, etc. that are within their specific facilities.

Each employee will have at their disposal the necessary Personal Protective Equipment (PPE)/ and or supplies necessary for a work assignment, as determined by FM&M or required by applicable law. All PPE and or supplies and equipment will be provided to FM&M employees at no cost and shall be worn or utilized by each employee in the performance of their work assignments. Furthermore, any equipment, machines or mechanical devices provided to employees and required for the performance of their duties shall be maintained in good repair or replaced by Work Inc.

All supervisors or their designee of FM&M, Inc. must complete a quarterly Safety Inspection within their facility including their equipment being used within their facility. At the same time the quarterly checklist

is completed, all First Aid Kit supplies should be checked including any eye wash stations (if there are any) and replenished as needed.

Finally, all reports of accidents, injuries or illnesses must be reported to the appropriate management personnel as soon as possible and the appropriate forms must be completed within the time frame specified.

Facility Safety Guide

Section A: General Safety Procedures

**Identifying Hazards
First Aid**

Section B: Building Maintenance and Operations

**Slip, Trips, and Falls
Safe Lifting
Ladder Safety
Wet Floors/Signs
Hand Tools and Power Equipment**

Section C: Hazard Communication

**Personal Protective Equipment (PPE)
Safety Data Sheets (SDS)
Blood Borne Pathogens
Exposure Control**

Section D: Building Exterior and Hardscape

Section E: Emergency Disaster Procedures

Section F: Safety Inspection Checklist

Section A: General Safety Procedures

A workplace hazard is any condition, practice, or behavior or a combination of these that can cause injury or illness to a person or damage property. It is up to each employee to make sure you have the training and the knowledge to identify hazards. It is up to you to ask questions and take advantage of the procedures and protective equipment that are available to keep you safe on the job.

Employee's attitude toward safety is essential to our workplace safety. You must take safety seriously and be safety conscience in everything you do. You should always look for the worst that could happen so that you can take preventative measures to keep it from happening. As you participate in safety training, please pay close attention to what to look for and what to do in emergencies. This will help you develop the knowledge and confidence you need to prevent accidents from happening.

Identifying Hazards

All employees must understand cleanliness, danger, caution, and safety instruction signs. In addition, anyone who works in or around confined spaces has to learn the extensive requirements of doing so safely. Remember that safety is the most important part of your day and safety can only be accomplished by your diligence to make sure your area of responsibility is safe to work in. Good judgment, along with these basic General Housekeeping rules should provide a safe working environment for all employees.

- Each employee is to place safety and health requirements as the first importance in the performance of their work duties. Your protection and the safety of fellow employees and others is a shared responsibility of every employee.
- Each employee is responsible for conducting their own safety assessments and to report to his/her immediate supervisor any deficiency in equipment requiring repair, or any unhealthy working condition.
- Each employee is responsible for reporting to their immediate supervisor any accident, injury or illness regardless of how trivial each accident or injury or illness may appear at the time of occurrence.
- All aisles, hallways, doors and main routes of evacuation must be free of obstacles and stored materials.
- All areas near or around fire extinguishing equipment and electrical control panels must be kept clear.
- All materials should be stored in a safe manner.
- Shavings, dust scraps, oil or grease should not be allowed to accumulate. Good housekeeping is a part of the job.
- Trash piles must be removed as soon as possible. If you're in a facility where you're not responsible for trash then report this to your supervisor immediately. Trash is a safety and fire hazard.
- Immediately remove all loose materials from stairs, walkways, ramps etc.
- Electrical cords and other materials must be maintained in a fashion as to prevent potentially hazardous conditions.
- All floor surfaces must be kept clean and dry at all times. Please make sure Floor Safety signs are visible and in use.
- The wearing of black safety belts must be worn by all material handlers or by all employees involved in working and lifting heavy materials.
- Safety guards/shields must be used when operating powered industrial equipment or in the storage of hand tools with sharp blades or edges.

- Safety glasses and or other PPE clothing must be worn when operating machinery or using hazardous chemicals.
- First Aid kits and eye wash stations should be readily assessable to all employees.
- Appropriate approved job related footwear and clothing must be worn.
- Cutting implements such as knives, scissors, and other small hand tools must be kept in a secure storage area unless issued for a specific assignment and or as designated by your work supervisor.
- Do not remove, deface or destroy any warning, danger sign, or barricade or interfere with any form of accident prevention device or practice provided for your use or that is being used by your co-workers.
- Get help with heavy or bulky materials to avoid injury to yourself or damage to material.
- Do not use tools that are broken, split or have loose handles. Keep all cutting tools in a container or in their shield.
- Smoking is not permitted in work facilities unless in designated smoking areas and during break or lunch time.

First Aid

In order to administer proper First Aid, Facilities Management and Maintenance will maintain a minimum of one First Aid Kit at each facility. These kits will be maintained by the Facility Supervisor regularly to insure that they remain adequately stocked. These kits should be stored in a locked location and should be readily accessible when the need arises.

The following items should be in a First Aid Kit:

Assorted Bandages (including triangular) Adhesive Band-Aids
 Gauze Compress
 Antiseptic Wipes
 Sterile Pads
 Scissors
 Latex Gloves
 ½ inch Tape
 Protective masks for CPR
 Ice packs
 Cotton Balls
 Instructions

In industrial settings eye wash stations should be separate from First Aid kits to comply with OSHA regulations. It is also recommended in case of power outages in your facility that a flashlight with working batteries be located near the first aid kit and readily accessible.

Section B: Building Maintenance and Operations

FM&M takes safety seriously. As employees, we want you to focus on safety because it has to be part of every single thing you do. You need to have the understanding and knowledge to prevent accidents.

While doing your job you will learn about many potential hazards and risks but most importantly you will

learn how to work safely. You will also learn how to report unsafe work conditions and accidents. Safety in the workplace is more than specific procedures; "It is a Way of Life."

Slips, Trips, and Falls

Statistics show that the majority (60 percent) of falls happen on the same level from slips and trips. The remaining 40 percent are falls from height. Slips happen where there is too little friction or traction between the footwear and the walking surface. Common causes of slips are:

- Wet or oily surfaces
- Occasional spills
- Weather hazards
- Loose, unanchored rugs or mats
- Flooring or other walking surfaces that do not have the same degree of traction in all areas.

Trips happen when your foot collides (strikes or hits) an object causing you to lose your balance and eventually fall. Common causes of tripping are:

- Obstructed view
- Poor lighting
- Clutter in your way
- Wrinkled Carpet
- Uncovered cables
- Bottom drawers not being closed
- Uneven steps, thresholds walking surfaces

Both slips and trips result from some kind of unintended or unexpected change in the contact between the feet and the ground or walking surface. This shows that good housekeeping, quality of walking surfaces (flooring), selection of proper footwear, and appropriate pace of walking are critical for preventing fall accidents. Good Housekeeping is the first and most important (fundamental) level of preventing falls due to slips and trips. It includes:

- Cleaning all spills immediately
- Marking spills and wet areas with appropriate signage
- Mopping or sweeping debris from floors
- Removing obstacles from walkways and always keeping them free of clutter
- Securing (tacking, taping or reporting to maintenance) mats, rugs, and carpets that do not lay flat.
- Always closing file cabinet or storage drawers

- Keeping working areas and walkways well lit

Changing or modifying walking surfaces is the next level of preventing slip and trips. This is many times out of employees control but any flooring defects should be reported to the supervisor so that maintenance of the facility can be maintained. Sometimes, installing mats, (particularly in the winter months), pressure –sensitive abrasive strips or abrasive filled paint on coating and metal or synthetic decking can further improve safety and reduce the risk of falling. However, it is critical to remember that high tech flooring requires good housekeeping as much as any other flooring. In addition, resilient, non-slippery flooring prevents r reduces foot fatigue and contributes to slip prevention measures.

You can reduce the risk of slipping on wet flooring by:

- Taking your time and paying attention to where you are going
- Adjusting your stride to a pace that is suitable for the walking surface and the tasks you are doing
- Waling with the feet pointed slightly upward
- Making wide turns at corners

You can reduce the risk of tripping by:

- Always reporting when light bulbs are out making for insufficient lighting for your tasks
- Using a flashlight if you enter a dark room where there is no light
- Ensuring that things you are carrying or pushing do not prevent you from seeing and obstructions, spills etc.

Lifting

Proper methods of lifting and handling protect against injury. Proper lifting makes work easier. You need to “think” about what you are going to do before bending to pick up an object. Over time, safe lifting techniques should become a habit.

Following are the basic steps of safe lifting and handling.

1. Size up the load and check overall conditions. Don't attempt the lift by yourself if the load appears to be too heavy or awkward. Check that there is enough space for movement, and that the footing is good. “Good housekeeping,” ensures that you won't trip or stumble over an obstacle.
2. Make certain that your balance is good. Feet should be shoulder width apart, with one foot beside and the other foot behind the object that is to be lifted.
3. Bend (the knees; don't stoop. Keep the back straight, but not vertical. Tucking the chin in straightens the back.
4. Grip the load with the palms of your hands and your fingers. The palm grip is much more secure. Tuck in the chin again to make certain your back is straight before you start to lift.
5. Use your body weight to start the load moving, then lift by pushing up with the legs. This makes full use of the strongest set of muscles.

6. Keep arms and elbows close to the body while lifting.
7. Carry the load close to the body. Don't twist your body while carrying the load. To change direction, shift your foot position and turn your whole body.
8. Watch where you are going!
9. To lower the object, bend the knees. Don't stoop. To deposit the load on a bench or shelf, place it on the edge and push it into position. Make sure your hands and feet are clear when placing the load.

Team lifting must be coordinated.

- If the weight, shape, or size of an object makes the job too much for one person, ask for help.
- One individual needs to be responsible for control of the action to ensure proper coordination. If one worker lifts too soon, shifts the load, or lowers it improperly, either they or the person working with them may be injured.

Lifting Heavy Objects

- Safe lifting of heavy items requires training and practice. For example, we have probably all seen a small person move heavy feed sacks with apparent ease.
- The secret lies in taking the proper stance and grip.
- When equipment is available, it should be used to lift and carry heavy objects.
- Loaders, forklifts, hand trucks, dollies are made for this purpose.

Ladder Safety

The only thing standing between you and the ground is "the ladder." If it is defective, is the wrong type of ladder, or you use it incorrectly, you could be facing painful or dangerous injury.

It is very important when using ladders to do some pre-planning. It is important to know which ladder to use for which job and how to set it up, and how to use it safely.

Always use a ladder that is the right length, strength and type for the job. Some lightweight ladders are designed to hold a maximum of just 200 pounds. Metal ladders should never be used near any electrical power sources. Metal conducts electricity and you could easily be electrocuted. All ladders, regardless of what they are made of should be inspected for defects on a regular basis.

- Check for shoes! First check the ones you are wearing. Make sure that they are securely fastened and don't have leather soles as these are often slippery and unsafe. Shoes should also be free of mud, grease, oil and snow. If you are working with electrical equipment, make sure there are no nails or screws lodged in the soles of your shoes.
- Now check the shoes on the ladder. They should be non-skid safety feet and in satisfactory condition-never loose or worn.
- Inspect the whole ladder. This includes the side rails for flaws and cracks, and the rungs for looseness. A twisted or distorted aluminum ladder is extremely hazardous and should never be used.

- Ladders are not to be painted except for numbering purposes.
- Do not use ladders for skids, braces workbenches, or any other purpose except climbing.
- When you are ascending or descending a ladder do not carry objects that will prevent you from grasping the ladder with both hands. Sometimes objects in your pockets if sticking out can become caught.
- Always face the ladder when you are ascending or descending.
- If you must place a ladder over a doorway, barricade the door to prevent its use and post a warning sign.
- Only one person is allowed on a ladder at a time.
- Do not jump from a ladder when descending.
- All joints between steps, rungs, and side rails must be tight.
- Rungs must be free from grease and/or oil.
- Safety feet must be in good working order and in place.

One of the most common unsafe practices on a ladder is overreacting, especially when painting or working on a project which progressively gets farther away from your ladder. A good rule to remember is to keep your belt buckle between the rails and move the ladder as the work continues.

- When setting up a portable ladder, place it on a solid, level base.
- Anchor the top and either tie the bottom down or have someone hold it. Don't attempt to move the ladder while you are still on it.
- When working on a step ladder, the spreaders should always be securely locked in place.
- Stay off the top steps. The top three steps are for holding onto, not for standing on. Never climb past the third rung from the top.

If you must work near a doorway, make sure to lock the door, barricade or put caution tape and signs up as a sign telling others you are behind the door. Rope off the area, allowing plenty of room to work in.

Wet Floor Signs

Floor surfaces must be kept clean and dry at all times. While an employee is cleaning and mopping an area they need to put up the Bright Yellow Caution Wet Floor Signs (Bi-Lingual) or Orange Cones to mark the area. These signs should act as a warning to all people that a floor may be slippery when wet. In addition if workers notice that a floor or a walkway has a hole or a crack or that work areas are arranged so that a tripping hazard is present, this should be reported to the supervisor immediately. The Supervisor will then contact the Commercial Facility Manager immediately and fill out a report. While we cannot prevent all slips and falls, these signs shall act as a cautionary measure to warn others who may be walking by and who are in the area. Floor signs shall be left up for a minimum of two hours (industry standard) but may be up longer to allow sufficient time for the floor to dry except in high traffic areas like

entrance ways during rain and snow in which case they may remain up all day. Floor signs placed on the floors at night because the floors have not completely dried will be picked up by in the morning.



Hand Tools and Power Equipment

To avoid the hazards associated with using power tools, employees must learn to recognize the hazards associated with each type of tool used and the safety precautions necessary to prevent those hazards. All employees using hand tools or power equipment must first be trained by their supervisor and must demonstrate that they can safely use that power tool or piece of equipment in the presence of the supervisor and until the supervisor is satisfied that the employee knows how to operate the hand or power tool properly.

Hazards may result from the misuse and improper maintenance of hand tools and power equipment. Even small hand tools when not maintained properly or are misused can cause safety hazards in your facility. It is important that all employees follow the following procedures when dealing with Hand tools and power Equipment.

- Never carry a tool by the cord or hose.
- Never yank the cord or hose to disconnect it from the receptacle.
- Keep all cords and hoses away from heat, oil, and sharp edges.
- Disconnect tools from the power source before servicing or changing accessories.
- Keep all observers at a safe distance away from the work site. Use signage where needed.
- Use both hands to operate the tool; secure work with clamps or a vise when needed.
- Keep your fingers off the on switch button unless operating the tool or device.
- Follow all manufacturers' instructions for lubrication and changing accessories.
- Keep good footing and maintain balance when using any piece of power tool or equipment.
- Wear proper clothing; avoid any clothing that is loose or could become caught in moving parts.
- Inspect power tools and equipment on a regular basis.
- Remove all damage hand tools and equipment and inform your supervisor tagging the equipment, DO NOT USE.
- Safety guards must never be removed when a power tool is in use.

- Some hand tools have safety switches on them that require either a momentary contact on-off control switch, or a constant pressure switch.
- Only operate tools and power equipment within their design limitations.
- Wear gloves and appropriate shoes or boots/safety vests as required
- Store all tools and power equipment in a dry area.
- Do not use hand power tools or equipment in damp or wet sites.
- Always wear eye protection
- Excessive noise levels may exist when operating certain types of equipment. Exposure to high noise levels could result in hearing loss over time. Hearing protection gear is recommended to any worker exposed to high noise levels in the facility in which you are working.
- Gas, oil and any other combustible must be properly stored and maintained in a locked marked noncombustible cabinet with the appropriate ventilation.
- All power equipment must be properly checked, and maintained both for the season and the storage of such equipment when not in use.

Section C: Hazard Communication Program

It is FM&M, Inc.'s intention to fully comply with any State and Occupational Safety and Health Administration (OSHA) requirements concerning the Hazard Communication Program. This program is required to be in written form where hazardous materials are used by FM&M, Inc. employees.

The written program and attachments must be retained in this specially marked binder.

The following program criteria shall apply to FM&M, Inc. as it relates to the hazard communication program:

- An inventory of the hazardous materials used by this FM&M, Inc., including material shelf life date (if applicable) and normal storage location is attached to the SDS book.
- Before exposure/usage, all employees who come in contact with any of these materials:
 - Must attend a formal hazard communication training program presented by the responsible supervisor, or someone on behalf of the supervisor. Special training emphasis shall be placed on the Safety Data Sheet (SDS) system.
 - Will not be assigned tasks requiring use of hazardous materials until the training has been completed. If this is not practical, the employee shall use the material ONLY under direct supervision until the training has been completed.
 - Shall be given instruction on each element of the written program in addition to the inventory listing.
- Supervisors are responsible to ensure hazard communication training has been completed. A sign in sheet shall be filed in the employee's training record and a copy kept on site as proof of training.
- Training will include the following subjects relative to the hazardous materials to which the employees will be exposed:

- Methods and observations that may be used to detect the presence or release of a hazardous material in the work area.
- The physical and health hazards of the hazardous materials in the work area. Hazardous materials involved with non-routine tasks will be specifically addressed.
- The measures employees can take to protect themselves from these hazards, including specific procedures implemented to protect employees from exposure to hazardous materials (e.g., appropriate work practices, emergency response procedures, and personal protective equipment to be used).
- The details of the hazard communication program, including an explanation of the labeling system and the SDS, and how employees can obtain and use the appropriate hazard information.
- The necessity and procedures for alerting other employees of hazardous materials in multi-employer workplaces.
- Each employee shall be informed of the various hazardous materials he/she will be using or otherwise exposed to during the course of employment. The applicable SDS for each will be fully explained. A detailed explanation of the manufacturer's safety precautions, protective clothing and equipment required, emergency first aid measures, and the warning label system or the specific hazardous material will be emphasized.
- A copy of the SDS for each hazardous material shown on the inventory is also attached. It is the responsibility of the supervisor to ensure both the inventory list and the SDS file are kept current. To make it easier to locate, each SDS is filed in the same order as listed on the inventory.
- Every container of the hazardous material on the attached inventory shall contain a label that denotes the following:
 - Name of the material.
 - The appropriate hazard warning label.
 - Name and address of the material's manufacturer or other responsible party.
- EXCEPTION: Portable containers (i.e. mop buckets) into which hazardous materials are transferred from labeled containers, and which are intended only for the immediate use of the employee who performs the transfer, are not required to be labeled. Such portable containers will not be used to store the material beyond the time required to do the job or one work shift, whichever is sooner. Employees are cautioned that unless cleaned or purged, portable containers used to transfer hazardous materials are considered contaminated even though they may be empty.

Protective Clothing and Equipment

Supervisors are responsible to ensure protective clothing and equipment, required per the SDS and/or FM&M, Inc.'s management, are available and used by the employee. It is expected that each supervisor will maintain an updated inventory of the various protective clothing and equipment issued to each employee.

Employees are responsible to use the required protective clothing and equipment issued to them. Defective protection will be returned immediately to the supervisor for repair or replacement. . All employees are to wear their personal Protective Equipment while working with hazardous chemicals or materials. Failure to comply can be interpreted as a willful violation. This sound practice provides a safe and healthful work environment for all affected employees of FM&M.

FM&M Inc. management must approve any new and changes to the respiratory protective devices or other specialized protective clothing and equipment identified for the task. The request for approval shall be made to the COO of the company.

Specific Safety Precautions

All hazardous materials will be properly stored when not in use at the job site.

- Storage locations (e.g., room or cabinet) shall be properly identified as such. Rooms will not be arbitrarily selected to store hazardous materials, nor will non-approved cabinets be used. All locations and cabinets will meet the requirements imposed by OSH and FM&M, Inc. standards for storage.
 - Hazardous materials will not be stored with non-hazardous materials.
 - Incompatible materials shall not be stored together.
 - All containers of hazardous materials will be properly covered or closed when not under direct observation while at the job site.
 - Hazardous materials and their containers shall be disposed of in accordance with existing laws or regulations. Property managers must be cognizant of disposal criteria for each hazardous material under his/her control. FM&M Management will provide guidance regarding disposal of hazardous materials upon request.
 - Employees will not dispose of hazardous materials or containers unless directed by the responsible supervisor.
 - Container labels will not be removed, defaced, or altered in any way. Containers of hazardous materials whose labels are altered, missing, damaged, or obscured such that the information required by this section cannot be read shall be:
 - Immediately relabeled with the appropriate information outlined above,
 - OR
 - The container and its contents shall be expeditiously and properly disposed of following appropriate hazardous waste regulations. Facility managers shall contact the regional OSH Program office for guidance in disposing of hazardous materials.

- The mixing of hazardous materials with any other material or substance shall not be allowed unless expressly directed by the supervisor.
- Employees who come in contact with any container, pipe, or any other unknown substance that does not contain a label, and where there is a potential for accidental exposure to a hazardous material, will immediately report the matter to the responsible supervisor for assistance.

Safety Data Sheets (SDS)/Global Harmonizing System-Safety Data Sheets (SDS)

**We are currently converting all SDS Sheets to SDS Sheets per OSHA Regulation. All our staff are currently being trained on SDS Sheets.

Federal law requires all manufacturers and importers of chemicals to thoroughly evaluate them and determine their hazard potential. If a chemical presents a hazard, a Safety Data Sheet (SDS) must be developed to communicate the hazard potential to users. The SDS must include not only the chemicals used, health and physical hazards associated with the chemicals; but special handling procedures; control measures; how the chemicals can affect you, whether from breathing them or skin exposure; what emergency measures to use; and how to contact the manufacturer in an emergency. The Occupational and Health Administration (OSHA) requires that these SDS's be available to all employees. All state safety laws also require that SDS's be available for all employees who come under their jurisdiction.

FM&M has obtained a Safety Data Sheet, (SDS) for all substances or mixtures of substances that appear on the Massachusetts Substance List that the Contractor or any of its subcontractors brings or uses at the facility and will keep a copy of that SDS on the work site. All SDS information for all FM&M chemicals and mixtures will be maintained in a binder and each facility will maintain a smaller binder of the chemicals used within that facility.

All containers of a substance or mixture of substances is properly labeled and has an SDS sheet listing Product & Company identification, Composition and Ingredients, Hazard Identification, Toxicology information Physical and Chemical Properties, Handling and Storage, Exposure Control and PPE, Disposal considerations, Ecological data, Reactivity and combustibility.

Employees of FM&M will receive proper training in Hazard Policies and Procedures. Employees will be expected to use appropriate PPE when working with chemicals. This may include chemical splash goggles, full-face respirators, safety gloves, barrier creams, splash aprons, or any other PPE requested by the employee or required by use of the product or mixture being used.

It is very important for all employees to know the location of eyewash stations and how to use them. In most cases, when you are involved in a chemical splash. They will be your first emergency treatment.

Always make sure you wash your hands before eating or smoking and before and after any shift.

Employees should make sure they are use engineering controls, including fans, exhaust hoods, and other ventilation systems installed for your protection.

Employees need to take responsibility for understanding everything you need to know about protecting yourself from chemical hazards. If you do not know ask your supervisor. Do not assume you know.

Blood Borne Pathogens

All FM&M employees will receive training in infectious diseases including HIV/AIDS and all aspects of universal precautions for Blood Borne Pathogens. In addition employees will be trained relative to the proper handling and disposal of hazardous material, protective equipment and all data from OSHAS's Policy and Procedural manual. All employees will be trained and educated on infection control and prevention utilizing universal precautions.

Blood Borne Pathogens are microorganisms in human blood that can cause disease in humans such as hepatitis B virus (HBV,) human immunodeficiency virus (HIV), malaria, syphilis and brucellosis. The four most direct methods of transmission of Blood Borne pathogens include:

- Direct contact- touching body fluids from an infected person.
- Indirect contact- touching objects that have touched the blood or another body fluid of an infected person.
- Airborne- breathing in droplets that became airborne when an infected person coughs or sneezes.
- Vector-borne- receiving an infected animal or insect bite.

FM&M strives to reduce the risk of infection to employees who may be reasonably anticipated to come in contact with blood or other potentially infectious materials in order to perform their jobs. Some of the means to reduce risk are:

- Follow good work practices and use universal precautions.
- Wash hands
- Dispose of sharps properly.
- Use appropriate housekeeping procedures
- Communicate hazards. Material contaminated with blood or body fluids must be labeled.
- Warning labels must bear the biohazard symbol
- Red bags or labels may be used instead of labels.
- (PPE) Personal Protective Equipment is the final defense against any unexpected hazard
- Remove and dispose of your PPE before leaving the work area or when it becomes contaminated.
- Place used clothing and equipment in designated containers for storage, decontamination or disposal.

Section D: Building Exterior and Hardscape Management Plan

FM&M, Inc. is responsible for many facilities that involve maintaining the hardscape outside of the main facility which includes gum, grease/oil removal, power washing and snow removal activities. Consequently, all employees at facilities in which this activity takes place must receive proper training in the use of the power equipment to perform these activities including safety procedures and the use of Personal Protection Equipment.

In addition, they must be aware of the potential exposure to hazardous chemicals to the environment and the precautions associated with the use of gas powered washers, blowers, snow removal equipment and the safety associated with such equipment.

Facilities Management and Maintenance is committed to "Green Cleaning," and continually tests the market for better and cutting edge equipment for use at its various sites.

Section E: Emergency Disaster Procedure

Since Facilities Management and Maintenance, Inc. (FM&M, Inc.) services facilities in all different locations, FM&M Inc. has implemented this plan to insure the safety of all employees. As some of our sites are State Facilities and have specific security on site, FM&M Inc. employees are required to follow the directions and procedures as set-up by the respective facility and their in house security as outlined in the facilities Emergency Plan. All FM&M Inc. Managers and Supervisors are part of each facilities disaster and emergency teams to insure our mutual cooperation in times of crisis. As Work In. employees we participate in all evacuation drills.

All Managers and Supervisors have Radio/Phone Capability so they can reach each other as well as their respective managers to keep all parties informed of ongoing situations as well as the seeking of assistance. All Managers and Supervisors as well as the main office have emergency phone numbers for all employees kept in a central directory.

Unless a state of emergency is issued and communicated through local media, or FM&M, Inc. is notified directly that a facility will be closed, all facilities that we maintain are open for business and all employees are expected to report.

Building Safety and Inspection Checklist

All work performed by FM&M Inc. employees will be done in a professional workmanlike manner. All work will be performed at each facility with safety being first and foremost. All no answers checked on this document must have the third sheet attached and filled out stating the area needing correction so corrections can be made and documented with the outcome.

Administration:

- Accident, Incident and Injury forms available and filled out Y-N
- Safety and Occupational programs Posted Y-N
- Fire evacuation Plan available Y-N
- Emergency Evacuation Procedures available Y-N
- First Aid Kit supplies available, replenished, on site Y-N

Building Area Exits

- All exists free of obstructions Y-N
- All exits clearly visible & marked Y-N
- All exit lighting working Y-N

Janitorial

- Proper safety check performed of all materials and equipment Y-N
- No frayed cords or exposed wires Y-N
- All batteries charged and/or replaced Y-N
- Proper use of signage being used when needed Y-N
- Proper training of employees and equipment Y-N
- Proper cleaning materials are being used on job Y-N

Proper safety measures being used and are on hand	Y-N
Proper handling of cleaning agents applied and on hand	Y-N
SDS sheets up to date/ all products labeled correctly	Y-N
Proper Safety dress/PPE is used when handling materials and equipment	Y-N

Hazardous Material handling and Storage

All flammable material stored in approved cabinet/containers	Y-N
All containers properly labeled	Y-N
PPE in use when handling material	Y-N
Emergency Eye Wash available and up-to-date	Y-N
Proper disposal of hazardous material being used and logged	Y-N

Proper Use of Safety Equipment

Eye protection available, in use, person trained	Y-N
Proper breathing equipment available in use, person trained	Y-N
Proper PPE dress, in use and person trained	Y-N
Proper use of tools and safety devices	Y-N
Proper lifting, in use, person trained	Y-N
Proper use of signs/vests, in use person trained	Y-N
Proper use of ladders, in use, person trained	Y-N
Adequate ventilation for power equipment	Y-N

General Conditions and Behavior

All personnel and visitors must follow all safety measures	Y-N
All personnel are in proper dress for their area of expertise	Y-N
All equipment is used for their intended purpose only	Y-N
All personnel sign in and out at beginning /end of shifts	Y-N
All observations of breakdowns, unsafe equipment/tools or conditions or violations of policy are reported to the Supervisor	Y-N

Person filling out this sheet:

Name: _____
 Date: _____ Time: _____
 Phone : _____
 Number of Violations Found: _____

Brief Description of each violation found:

FM&M ACCESS POLICY –KEY CONTROL PLAN

FM&M, Inc. currently utilizes the following Access Policy- Key-Control Plan. We understand the

importance of Key-Control with regard to contractor access at customer locations. If awarded the contract, FM&M, Inc. proposes to implement the following Key-Control Plan. Contract cleaners are provided with interior master keys/keys to perform their cleaning tasks; all keys will be safely secured at the end of each shift within an FM&M, Inc. locked cabinet held on site at Bunker Hill Community College . This model has worked well for FM&M, Inc. in the past.

FM&M Proposed Key Control Plan

Upon contract award, Bunker Hill Community College will provide the FM&M, Inc.'s Site Manager with keys and access/identification cards necessary to gain access into areas to be serviced. All FM&M, Inc. employees will be subject to Bunker Hill Community College Key Policy. FM&M, Inc. recognizes that the security of college keys/access cards is the responsibility of the contract vendor. Keys will not be removed from the premises at any time and shall not be duplicated by FM&M, Inc. for any purpose. In the event of lost key/s, FM&M, Inc. will be responsible for re-keying of areas/doors compromised. Keys shall be deemed lost if they are unaccounted for more than 24 hours. FM&M, Inc. recognizes the financial responsibility to Bunker Hill Community College for additional Security staffing costs, to protect the property, until such time that re-keying is completed. Additionally, the cost for replacement of access/identification cards shall be the responsibility of FM&M, Inc.

FM&M, Inc. Business Continuity Plan

You will find FM&M, Inc.'s Business Continuity Plan below.

FM&M, Inc. Business Continuity Plan

FM&M, Inc. Proposed Transition Plan

Implementation Plan and timeline

FM&M, Inc. Proposed Start-Up Plan upon Contract Award

It is the intention of FM&M, Inc. to follow the frequency schedule set forth in the Scope of Work (SOW) provided by the Bunker Hill Community College Cleaning Services SOW section of the RFP. Upon contract award and discussion with the Designated Bunker Hill Community College Representatives, FM&M, Inc. will build out specific work programs to encompass each building specific need/requirement and location preference as to current area/task completion on the customer preferred day of the week/month/as needed and vacation frequency. Additionally, it is FM&M, Inc.'s intention to partner with the College Representatives to accommodate the most advantageous schedule possible. We believe that can be achieved through a working knowledge of current day of the week preference by the customer. As such, FM&M, Inc. proposes to meet with the College designated representatives for each campus to determine which day or the week/month works best for that location. Work Programs for each building will can be built out at that time and presented to the College Designated Representative.

Please see a detailed FM&M, Inc. proposed Transitional Plan for the Bunker Hill Community College in *ATTACHMENT 1* for further breakdown of FM&M, Inc.'s Transitional Start Up Plan.

FM&M, INC. TRANSITION PLAN

Contract Start	1 Days After Start	7 Days After Start	14 Days After Start	30 Days After Start	30-45 Days After Start	60 Days After Start	90 Days After Start	RESPONSIBILITY
<p>Upon Contract Start Commence initial cleaning priorities to establish a baseline to maintain FM&M, Inc. and Bunker Hill Community College quality standards (after award) Conduct weekly site inspections based on the Statement of Work and FM&M, Inc.'s Quality Control Program (after award) Continuously review and as needed revise systems and schedules (after award) Schedule and attend weekly meetings with Bunker Hill Community College Representatives to identify priority jobs, special projects based on Statement of Work and input from Facilities Director/Building Manager (after award) Submit monthly communication and quality control reports to Designated Needham Public Schools Facilities Manager (initial review) Submit bi-monthly progress reports to College Contract Administrator. Reports to include special projects, describe problem areas and resolutions to prevent future occurrences</p>								1st 60 day: FM&M Proposed Site Manager Daily 1st 30 day: Proposed Site Manager/Supervisors: TBD
								1st 30 day: FM&M, Proposed Site Manager FM&M Proposed Site Manager FM&M Proposed Site Manager
								Weekly First and Third week of each month Weekly
								FM&M Proposed Site Manager



Saturday/Sunday Cleaning Check List to be submitted on Monday

FM&M, Inc. Certificate of Insurance -Sample

Please find FM&M, Inc.'s Sample Certificate of Insurance. If awarded the contract, FM&M, Inc. will supply Bunker Hill Community College with a certificate naming them as Additional Insured. Please see **ATTACHMENT 2**.

FM&M, Inc. Certificate of Insurance -Sample

Please find FM&M, Inc.'s Sample Certificate of Insurance. If awarded the contract, FM&M, Inc. will supply Bunker Hill Community College with a certificate naming them as Additional Insured. Please see **ATTACHMENT 2**.



FM&M
Your Facility Cleaning Solution

25 Beach Street 3R Dorchester, MA 02122 (O) 617-561-7003 (F) 617-979-6250 www.fmm-inc.com

CONTINUITY OF OPERATIONS PLAN

Facilities Management & Maintenance, Inc.
James Cassetta
25 Beach Street 3R
Dorchester, MA 02122

Revised January 17, 2019

TABLE OF CONTENTS

	Page #
I. Executive Summary	2
II. Introduction	3
III. Purpose	3
IV. Applicability and Scope	4
V. Essential Functions	5
VI. Senior Management Staff.....	6
VII. Concept of Operations	6
A. Phase I: Activation and Relocation	
1. Decision Process	
2. Alert, Notification, and Implementation Process	
3. Staff Resource Contingency Plan	
4. Leadership	
B. Phase II: Alternate Facility Operations	
1. Mission Critical Systems	
2. Alternate Location	
3. Alternate Communications	
4. Vital Files, Records, and Databases	
C. Phase III: Reconstitution	
VIII. COOP Planning Responsibilities	13
IX. Test, Training, and Exercises	14
A. Conduct Training Drills and Exercises	
1. Planning Considerations	
2. Training Activities	
3. Employee Training	
4. Joint Initiatives	
5. Evaluate and Modify the Plan	
B. Integrate the Plan into Agency Operations	

Appendix A: Authorities and References

I. Executive Summary

FM&M, Inc. has operations that must be performed, or rapidly and efficiently resumed, in a prudent and efficient manner even in the circumstance of an impending or existing threat or actual emergency. While the impact of an emergency cannot be predicted, planning of an emergency can mitigate the impact of the emergency on the individuals and families we serve, our staff, our facilities and our mission.

FM&M, Inc. provides Janitorial services to two DDS Developmental Centers (Hogan Regional Center and Wrentham Developmental Center). Should FM&M, Inc. be awarded the Bunker Hill Community College contract, it would incorporate the same Business Continuity Procedures as presented in this plan to the college.

We have prepared a functional Continuity of Operations Plan (COOP). These plans will be important resources for ensuring that we can continue to provide essential services to our customers subject to limitations on resources including materials, equipment and human resources. These plans outline a comprehensive approach to ensure the continuity of essential services during an emergency. Points addressed include ensuring the safety and well being of employees, the emergency delegation of authority, the safekeeping of records vital to FM&M, Inc. and its customers. In addition, emergency acquisition of resources necessary for business resumption, and the capabilities to work with its customers at alternative scopes of work/ support roles to its customers until normal operations can be resumed are discussed.

By the signatures below, the following senior level officials certify that they have read this Continuity Of Operations Plan and fully understand the procedures to be followed in an emergency affecting the customers, employees and facilities for which they are responsible.

Approved: _____ Date: _____

(President)
Building Services

Approved: _____ Date: _____

II. Introduction

This Continuity Of Operations Plan (COOP) provides policy, guidance and operational plans for FM&M, Inc. personnel at all sites to ensure the execution of essential functions and operations in the event of an emergency or threat of an emergency.

The COOP provides guidance for and facilitates the preparation of site or activity specific plans and procedures that help ensure the safety of the our customer base served by FM&M, Inc. and agency personnel assigned to that site to continue essential operations in the event of an emergency or threat of an emergency. The planning guidance and plans to be developed with it do not address day-to-day operations. The COOP environment is an emergency response environment. As an extension of their other duties, leadership will ensure that all personnel are aware of their COOP responsibilities.

III. Purpose

The purpose of this plan is to ensure the execution of FM&M, Inc.'s essential functions during any crisis and to;

1. Provide for the safety and well being of the Bunker Hill Community students and staff served by FM&M, Inc. and agency staff.
2. Assure capability exists to continue core services and business functions and activities.
3. Achieve an orderly recovery from emergency situations across a wide range of potential emergencies or threats, including acts of nature, pandemic, accidents, technological and attack-related emergencies.

Specific objectives of this plan include:

- Ensuring the continuous performance of essential functions during an emergency;
- Protecting essential facilities, equipment, records, and other assets;
- Protecting the safety and well-being of Bunker Hill Community College students and staff;
- Protecting the safety and productivity of working staff;
- Reducing or mitigating disruptions to operations;
- Addressing behavioral health issues that may affect the organization;

- Pre-planning for potentially critical losses of staff through scheduling, identification of alternate resources, and temporary business reduction efforts;
- Minimizing damage and loss;
- Providing organizational and operational stability;
- Facilitating decision-making during an emergency;
- Reducing loss of life and minimizing damage and losses;
- Achieving a timely and orderly recovery from an emergency and resuming full service to customers; and
- Mitigating risks.

IV. Applicability and Scope

This COOP applies to all levels of management and addresses all functions and activities relating to emergency operations and COOP functions to ensure continuity of essential functions. As used in this COOP, preparedness functions and activities include plans, procedures and readiness measures, including mitigation strategies that enhance the FM&M, Inc.'s ability to respond to, function under, and recover from a designated emergency.

This COOP was developed to address the impact of an influenza pandemic and is based on the following assumptions:

- Emergencies, or threatened emergencies, that may adversely affect FM&M, Inc.'s ability to continue to support essential internal operations and to provide support to clients and external agencies and partners.
- Emergencies and threatened emergencies differ in order of priority.
- Many emergencies and threatened emergencies will affect the general public. Bunker Hill Community College (BHCC) and FM&M, Inc. will work within the framework and under the direction of federal, state, and community emergency preparedness and response organizations.
- Plans to continue operations will need to be flexible to address the effects of an influenza pandemic on FM&M's operations.
- An infectious agent associated with an influenza pandemic may cause serious reductions in the availability of staff for work and/or their capability to operate efficiently.
- The infectious agent will affect the health of BHCC Students and Staff, many of whom are maybe fragile and susceptible.

Environmental events could necessitate evacuation and other precautions. In such cases, FM&M will work with the designated BHCC staff responsible for staff contingency plans. The focus is to protect the residents, BHCC & FM&M staff as well as identifying critical functions throughout the developmental centers.

Contingent assumptions:

- Staff levels may be significantly reduced due to high levels of illness and hospitalization or injury.
- There may be significant mortality associated with the event.
- Remaining workers may be psychologically affected by disease, injury, family concerns, concerns about economic loss, or fear, and require behavioral assistance
- Staff may be reduced by the need for some workers to attend to family emergencies or to children remaining at home due to school closures.
- Human resource reductions may be temporary or may be long-term. This will depend on the severity of the influenza strain, injury and loss, and overall ability to function depending upon the nature of the event.

V. Essential Functions

The following represent the highest priority functions that must be maintained in the event of a health pandemic:

1. Assure that BHCC and its residents have a safe clean environment before, during and after the crisis.
2. Assist BHCC in operating its facilities to insure the safety for all its residents.
3. Provide support and relief for staff with all reasonable precautions taken to prevent illness.
4. Maintain sufficient administrative functions to adequately deploy staff and manage payroll, purchasing, and contract reimbursement activities.
5. Maintain an effective and ongoing system of communication to provide support and/or information to staff, individuals, family members, and relevant human service agencies.

6. Assure that staff is fully trained in accessing potentially required local supports (including local crisis plans).
7. Continue other priority functions that may assist in the above essential functions to the extent possible such as:
 - a) Supplies and Provisions
 - b) General Administrative Support Functions
 - c) Staff Recruitment
 - d) Volunteer Coordination (functioning as staff substitutes in an emergency)
 - e) Training and Orientation of New Staff and/or Volunteers
 - f) MIS Services
 - g) Records Maintenance
 - h) Billing and Payroll Services
 - i) Psychology and Behavioral Supports (if needed)
 - j) Family Supports

VI. Senior Management Staff

See Appendix A.

VII. Concept of Operations

FM&M, Inc. utilizes the national standard ICS (Incident Command System) approach for implementation and effective management of its COOP plan. The ICS provides for coordinated response and a clear chain of command and safe operations. There are five basic roles in ICS: Command, Operations, Planning, Logistics, and Finance and Administration and its implementation are described as follows;

- Command: During an event it is crucial to have a single line of command. FM&M designates its Site managers as the Incident Commander for each of its BHCC Campuses, until such time as its COO arrives. In the event it is an area wide event or the COO is unavailable the Site Managers will maintain the role of Incident Commander (IC). The Incident Commander is responsible for front-line management of the incident. This will include

tactical planning and execution in coordination with BHCC, for determining whether outside assistance is needed and for relaying requests for internal resources or outside assistance through the Emergency Operations Center (EOC). FM&M's EOC will be activated upon notification of an incident. FM&M's EOC is located at its parent company's address and is broken out into two divisions: Operations, Planning & Logistics (OPL) and Finance & Administration (FA).

- OPL: The CEO, VPs of operations and COO, if not located at the scene of the incident will be located there, to provide assistance, direction and facilitate of any needs relayed by its IC and/or designated BHCC staff.
- Finance and Administration: The CFO, Office Manager and VP of Admin. Services will coordinate all financial needs, and administrative requirements to insure smooth running operations.

A. Phase I: Activation

1. Decision Process

Emergencies, or threatened emergencies, may adversely affect the ability of our agency to continue to carry out essential functions and operations. Initially, this plan addresses the ability of FM&M, Inc. to address the implications of an influenza pandemic. An influenza pandemic is an event with widespread morbidity and mortality due to a highly contagious and dangerous influenza virus resulting in a pandemic disease event.

Staff reduction levels may reach 40% or more over a period of months depending on incidence of diseases within a worksite/facility. Staff reductions may occur due to staff illness resulting from disease or family responsibilities due to illness in family, closure of schools, lack of caregiver support, or similar instances that prevent employees from coming to work.

While an influenza pandemic will most likely be preceded by up to several months of notification before the disease actually affects staff levels, staff reductions may be sudden and severe, and will occur across organizations.

The Principal Head of the Organization (PHO) may direct full or partial activation of the COOP Plan. Activation of the plan may initiate the transfer of essential

functions or the deployment of pre-identified personnel and equipment/supplies. Activation of the plan may also involve significant alteration of work plans and assignments of staff to critical work areas; use of contractors; extension of overtime for non-affected workers, and similar alternatives to offset staff reduction.

The Plan may be activated if adequate staff is not available for work in order to keep critical business interests operational. It should be kept in mind that the Plan is NOT an evacuation plan; rather it is a deliberate and planned deployment of pre-identified and trained personnel and/or the transfer of essential functions. Should activation of the plan be necessary, the PHO will disseminate notification of the COOP Plan activation with appropriate instructions, by available means including radio, television, telephone or e-mail. Pre-identified personnel should follow the instructions given and/or in accordance with the instructions contained in this COOP Plan.

If the pandemic results in loss of life, a major consideration becomes reconstitution of key leadership positions with personnel drawn from surviving departmental locations and elements, in accordance with the Order of Succession. Following the incident, the primary effort will be the regeneration of agency offices and programs with adequate personnel (and/or facilities) to restore complete business operations. Reconstitution activities are oriented towards the identification of alternate human resources to offset staff losses for limited or extended periods of time.

2. Alert, Notification, and Implementation Process

BHCC will maintain routine awareness of the environmental threat through normal reporting, and national/local reporting. Developing situations should be noted, with emphasis on worsening situations that could develop into crisis conditions. It is expected that BHCC will receive a warning from the DPH prior to declaration of a pandemic; however, a pandemic influenza may last several months.

Under this circumstance, the process of activation would normally enable the partial or full activation of the Plan. This includes a complete and orderly alert, notification, and deployment of pre-designated personnel, equipment/supplies, and/or temporary transfer of selected essential functions. Without warning, the process becomes less routine, and potentially more serious and difficult. COOP will be activated upon notification of the Principal Organizational Head of FM&M, Inc. of an imminent disease threat. Upon activation the COOP Emergency

Staffing Plan and Staffing Response Team will be deployed to implement COOP Plans.

3. Staff Resource Contingency Plan

FM&M, Inc. has assessed staffing needs for each organizational unit and will provide for alternative staffing in the event of a pandemic with major staff reduction:

1. Our most critical staffing need will be to assist BHCC to ensure the safety and well being of all BHCC consumers in the Development Centers. All FM&M available staff will be deployed to assist as needed.
2. Should there not be sufficient staff to manage all contractual operations, all non critical duties will be postponed, staff redirected to health and safety related duties, until such time as more staff arrive or until crisis passes.
3. Every effort will be made to minimize potential health and safety issues that might arise through diversion of staff to new job roles and loss of critical staff in various operational positions.
4. Management staff will assess liability issues.
5. FM&M, Inc. will contract with temporary staffing agencies, including other cleaning agencies as well as its parent company as needed to bring in additional staffing resources.
6. Human resources will assess flexible leave options that would allow employees to address family needs while continuing to support the employing organization through a flexible work plan where feasible. However most of our most critical positions would not fall into this category.
7. FM&M, Inc. will provide written notification to employees of proposed contingency plans and compensation provisions, if feasible.
8. FM&M, Inc. will assess personnel issues surrounding overtime and disaster support/sharing of responsibilities among workers.
9. FM&M, Inc. will provide training of workers on an annual basis with regard to contingency planning and the need for personal back up plans for transportation, family needs, etc.
10. FM&M, Inc. will provision psychological assistance through affiliation with local mental health centers or contracted professionals.

4. Leadership

Orders of Succession

The Senior Management Team is comprised of the CEO/President, COO, CFO and three VP's, all of whom will work together in the event of a disaster under the CEO's leadership. Should he/she not be available, authority will be delegated to other members of the management team. See Appendix A for emergency contact information.

Delegations of Authority

The CEO in coordination with the Board President will have the authority to make policy determinations and decisions at headquarters, field operations, and other organizational locations, as appropriate. Delegation of Authority under COOP creates continuity in the flow of authority from the CEO to other members of the senior management team. The designated management team will have the authority to make whatever decisions are necessary to ensure the safety and well being of our staff and the continuity of our business operations.

B. Phase II: Maintaining Essential Services and Functions

In the event of severe staff reductions, FM&M will conduct its essential functions by cross training numerous staff within its agency. Listed below are the mission critical systems and person(s) responsible to insure agency operations.

1. Mission Critical Systems

Essential Function	System Name	Current Locations	Other Location	Person(s) Responsible
Assure that BHCC facilities have adequate staff & supervision.	Human Resources	Charlestown Chelsea	N/A	Site Manager, COO or VPs
Assure DDS facilities adequate supplies	Materials/Supplies	Charlestown Chelsea	N/A	Site Manager, COO or VPs
Assure that agency staff needs are met (i.e. food, blankets, etc)	Critical Supplies	Shopping at Local Stores by Staff or Site Manager	Surrounding areas by FM&M Headquarter	Site Manager, Office Manager, COO or VPs
Assure that agency staff receive supports necessary to maintain their health	Health Care Provisions	Agency Healthcare Contracted Pharmacy	Administrative Headquarters Local Physicians and Hospitals Local Pharmacy	Site Manager Local Physicians DDS area nurses
Maintain essential administrative and fiscal operations	Administrative Support	Agency Headquarters	Alternative Agency Location	CEO, CFO, Office Manager & VP of Admin
Maintain effective communications to all parties	Information Management	Land Lines Cell Phones Pagers	Administrative Headquarters Parent company's 800 Info Line Web Site	CEO, CFO, Office Manager & VPs
Assure staff are fully trained in accessing local supports	Staff/Volunteer Training	Training tracked at Individual Site	Training information stored at Administrative Headquarters	Agency Training Staff & Site Manager
Assure essential records are current and portable (on site)	Records	Site Manager	Duplicate records stored at Administrative Headquarters	Site Manager & Office Manager

2. Alternate Location

FM&M utilizes its parents companies alternate facility located in New Bedford as its back-up EOC facility.

This facility will provide/has:

- Sufficient space and equipment;
- Capability to perform essential functions within 12 hours, for up to 30 days;
- Reliable logistical support, services, and infrastructure systems;
- Consideration for health, safety, and emotional well-being of staff and individuals;
- Alternate communications;
- Computer equipment and software.

3. Alternate Communications Systems

FM&M, Inc. has a staff communication system that includes home phone contacts, cell phone contacts and home emails so that we reach people by whatever means possible. We are working on a staff database system that is Internet based and can be reached from anywhere in the world.

4. Vital Files, Records, and Databases

FM&M, Inc. has a good backup system for electronic files and is currently looking at all paper files to decide which ones are critical to our mission and how/where they will be stored in the event of a disaster..

The following types of records will be reviewed and prioritized, then transferred (either hard copy or electronic media) to an alternate location:

1. Emergency operations records;
2. Legal/financial records;
3. Program specific information:
 - a) Emergency plan and safety plan;
 - b) Emergency phone numbers;
 - c) Staff log;
 - d) Current staff information;
 - e) Program information including sub-contractors, suppliers, and partnering janitorial companies.

C. Phase III: Reconstitution

As soon as is practicable FM&M, Inc. will return to normal operations. Based on the pandemic pattern, a time phase-in approach may be most appropriate. We will be in regular communication with all relevant FM&M, Inc. staff that are necessary for us to resume full operations.

Termination of COOP will be initiated upon determination that a) staff resources have returned to normal levels and b) notification that imminent disease threat no longer exists. When sufficient functions have been restored at the original work site and/or other occupied space or a reconstituted facility(s), PHO or his/her designated successor can order the termination of COOP operations.

VIII. COOP Planning Responsibilities

This section includes additional delineation of COOP responsibilities for each key staff position, including those identified in the order of succession and delegation of authority, and others, as appropriate.

Responsibility	Position
Update COOP plan annually.	Vice President of Building Services
Update telephone rosters monthly.	Office Manager
Review status of vital files, records, and databases.	All senior managers and site managers
Conduct alert and notification tests.	All senior managers and site managers.
Develop and lead COOP training.	Director of Training
Plan COOP exercises.	All senior managers and site managers

IX. Test, Training, and Exercises

FM&M, Inc., in conjunction with its parent company, has an agency wide disaster plan that is regularly tested. Regular Quality Assurance inspections will ensure that all supplies are maintained at optimal levels and that staff and consumers are fully prepared. There will be ongoing discussions with all levels of agency personnel.

A. Conduct Training Drills and Exercises

Everyone employed at FM&M, Inc. will receive basic procedural training. This will include periodic employee discussion sessions to review procedures, technical training in equipment use for emergency responders, evacuation drills and full-scale exercises.

1. Planning Considerations

The Director of Training will assume responsibility for training staff on disaster readiness. He/she will determine who will be trained;

- ❖ Who will do the training;
- ❖ What training activities will be used;
- ❖ When and where each training session will take place;
- ❖ How the sessions will be evaluated and documented.

2. Training Activities

Listed below are four possible training activities that FM&M, Inc. will consider in developing FM&M, Inc.'s training plan:

- *Orientation and Education Sessions*: These are regularly scheduled discussion sessions to provide information, answer questions, and identify needs and concerns.
- *Tabletop Exercise*: Members of the senior management group meet in a conference setting to discuss their responsibilities and how they would react to emergency scenarios.
- *Walk-Through Drill*: The senior management group and response teams actually perform their emergency response functions. This activity generally involves more people and is more thorough than a tabletop exercise.
- *Functional Drill*: These drills test specific functions such as medical response, emergency notifications, warning and communications procedures and equipment, though not necessarily at the same time. Personnel are asked to evaluate the systems and identify problem areas.

3. Employee Training

General training for all employees will address:

- Individual roles and responsibilities;
- Information about threats, hazards and protective actions;
- Notification, warning, and communications procedures;
- Means for locating family members in an emergency;
- Emergency response procedures;
- Evacuation, shelter, and accountability procedures;
- Location and use of common emergency equipment;
- Emergency shutdown procedures;
- Explaining emergency procedures to clients;

4. Joint Initiatives

Community outreach will include the following:

- Participation in joint agency TT&E initiatives, where applicable and feasible;
- Becoming aware of available TT&E resources;
- Developing relationships with other janitorial/management agencies;
- Participating actively in interagency COOP Working Groups and standing and ad-hoc committees;
- Participating in multi-agency COOP exercises; and
- Participating in exercises with other emergency teams, as appropriate.

5. Evaluate and Modify the Plan

FM&M, Inc. will review the entire plan at least once a year. Among the issues we will consider are the following:

- How will we involve all levels of management in evaluating and updating the plan?
- Are the problem areas and resource shortfalls identified in the vulnerability analysis being sufficiently addressed?
- Does the plan reflect lessons learned from drills and actual events?
- Do members of the senior management group and emergency response team understand their respective responsibilities?
- Have new members been trained?
- Are records of facility assets up-to-date?
- Is FM&M, Inc. attaining its training objectives?

- After the development of the plan, have any new issues or hazards come up? If so, modifications to the plan may be necessary.
- Are the names, titles, and telephone numbers of key personnel in the current plan?
- Are steps being taken to incorporate emergency management into other facility processes?
- Have community agencies and organizations contracted with FM&M, Inc. been briefed on the plan?
- Are they involved in evaluating the plan?

In addition to conducting a yearly audit, the plan will be evaluated and modified at these times:

- After each training drill or exercise;
- After each emergency;
- When personnel or their responsibilities change;
- When the layout or design of the facility changes;
- When policies or procedures change;

All employees will be notified of any changes to the COOP plan.

B. Integrate the Plan into Our Agency's Operations

Emergency planning will become part of the workforce culture. FM&M, Inc. will look for opportunities to build awareness; to educate and train personnel; to test procedures; to involve all levels of management, all departments, and the community in the planning process; and to make emergency management part of what personnel do on a day-to-day basis. FM&M, Inc. will test how completely the plan has been integrated by asking the following questions:

- How well does senior management support the responsibilities outlined in the plan?
- How can FM&M, Inc.'s processes for evaluating employees and defining job classifications better address emergency management responsibilities?
- Are there opportunities for distributing emergency preparedness information through FM&M, Inc.'s newsletter, employee manuals, or employee mailings?
- What kinds of safety posters or other visible reminders would be helpful?
- Do personnel know what they should do in any emergency?
- How can all levels of FM&M, Inc. be involved in evaluating and updating the plan?

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

05/16/2019

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 any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER The Hilb Group of N.E. dba Dowling & O'Neil Insurance Agy P.O. Box 1990 Hyannis, MA 02601	CONTACT NAME:	
	PHONE (A/C, No, Ext): 508 775-1620	FAX (A/C, No): 5087781218
INSURED Work, Inc. Attn: Dave Anderson 25 Beach Street Dorchester, MA 02122	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Philadelphia Indemnity Insurance Co.	NAIC # 18058
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES CERTIFICATE NUMBER: 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 INSR 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		PHPK1939777	02/03/2019	02/03/2020	EACH OCCURRENCE	\$1,000,000
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$100,000
						MED EXP (Any one person)	\$5,000
						PERSONAL & ADV INJURY	\$1,000,000
						GENERAL AGGREGATE	\$3,000,000
						PRODUCTS - COMP/OP AGG	\$3,000,000
							\$
	AUTOMOBILE LIABILITY					COMBINED SINGLE LIMIT (Ea accident)	\$
	<input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY					BODILY INJURY (Per person)	\$
	<input type="checkbox"/> HIRED AUTOS ONLY					BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> SCHEDULED AUTOS					PROPERTY DAMAGE (Per accident)	\$
	<input type="checkbox"/> NON-OWNED AUTOS ONLY						\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR		PHUB664294	02/03/2019	02/03/2020	EACH OCCURRENCE	\$10,000,000
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE					AGGREGATE	\$10,000,000
	DED <input checked="" type="checkbox"/> RETENTION \$10000						\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					PER STATUTE	OTHLER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N	N/A			E.L. EACH ACCIDENT	\$
	If yes, describe under DESCRIPTION OF OPERATIONS below					E.L. DISEASE - EA EMPLOYEE	\$
						E.L. DISEASE - POLICY LIMIT	\$

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

Insurance coverage is limited to the terms, conditions, exclusions, other limitations and endorsements. Nothing contained in the certificate of insurance shall be deemed to have altered, waived, or extended the coverage provided by the policy provisions. Certificate holder is named Additional Insured with respects to General Liability for the below locations:
6 Southside Road Danvers, MA
(See Attached Descriptions)

CERTIFICATE HOLDER	CANCELLATION
Northeast Arc 6 Southside Road Danvers, MA 01923	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

© 1988-2015 ACORD CORPORATION. All rights reserved.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

01/10/2019

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 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 Cluett Commercial Insurance Agency 8 Pembroke Street Kingston, Ma 02364	CONTACT NAME:	
	PHONE (A/C, No, Ext):	FAX (A/C, No):
INSURED Facilities Management and Maintenance, Inc. 25 Beach Street Dorchester, Ma 02122	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A : Arrow Mutual Liability Insurance Company	NAIC # 13374
	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **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 INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICE/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/N <input type="checkbox"/> N/A	1910A	01/01/2019	01/01/2020	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

Sample

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

CERTIFICATE HOLDER

CANCELLATION

South Shore Chapter Public Safety
 700 Longwater Drive
 Suite 100
 Norwell, Ma 02061

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