May 8, 2017

Rockford Public School District Purchasing Department
Attn: Purchasing Department
501 Seventh Street, 6th Floor
Rockford, Illinois 61104

To Rockford Public School District Purchasing Department,

Aramark is pleased to submit our Custodial Services proposal to Rockford Public School District No. 205. With more than 60 years of experience in managing and operating custodial services, we are equipped to offer a unique approach that delivers optimum value for Rockford Public School District No. 205.

Considering that wages and benefits comprise most of the cost of custodial operations, all too often "low bid" is merely a euphemism for "low pay." The truth is, there actually is a high cost for a low bid. Consider that such an approach often results in the following:

- High turnover
- High absenteeism
- High vacancies
- Significant disruption
- Administrative time wasted
- Lack of properly trained staff
- Lack of pride and ownership by employees
- Poor quality and service delivery

What is required is an understanding that quality outcomes are dependent upon quality of life for employees: specifically, how we treat and empower our team members. Thus, we offer the following solutions:

- Custodians will be provided state-of-the-art, labor-saving tools and equipment, allowing them to achieve more in less time with superior outcomes.
- Custodians will be provided comprehensive training, including one-on-one training that will equip them for success.
- Staffing levels will be sufficient to ensure that District expectations are met and that principals are free to focus on academics.
- Aramark proprietary work schedules, utilizing Web TMA software and industry standards, will be implemented to ensure that all employees have equitable responsibilities with sufficient time to complete their duties.
- The majority of employees will be full-time, 40 hours per week, and will be paid market wages and provided benefits.
By providing team members with appropriate pay and benefits, and equipping and empowering them for success, we are confident we can provide a more motivated and more invested workforce dedicated to delivering a cleaner, safer, and healthier learning environment for all Rockford Public School District No. 205 schools.

Thank you for your consideration, we have provided the required proposal, as well an alternate model for discussion. We look forward to discussing with you the advantages that will accrue to the District through a partnership with Aramark. Allow Aramark to focus on minding custodial services so Rockford Public School District No. 205 principals can focus on building minds.

Sincerely,

Tom Bourke
Director of Business Development
810.571.0449
bourke-thomas@aramark.com

Rick Anania
District Manager
920.857.6864
anania-rick@aramark.com
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Executive Summary

Aramark has a proven record of successfully managing custodial services for school districts. From aging buildings and underfunded budgets to employees stretched too thin, we understand school districts face a range of challenges.

Whether your District's goals are to improve school appearance, maximize limited budgets, or enhance employee training, Aramark will continue to work with you to yield great returns and help you achieve your most important goals.

Our top priority is to work with you to create environments that support your dedication to ensuring excellence in student achievement. With our dedicated, empowered employees and proven processes and technology, your District will gain measurable results.

Aramark believes all children deserve the right to learn in safe and clean environments. Our mission is to enrich and nourish the lives of your students and District community.
Throughout our proposal, Aramark will demonstrate our unwavering commitment to the Rockford Public School District No. 205 to deliver results and outcomes that meet and exceed your expectations. Aramark’s proposal is specifically designed to deliver substantive value for your students and administration. Thus we will have significant impact on the total education experience for your students. Our goal is to help your students flourish.

Aramark will deliver a custodial cleaning services and light maintenance program to the Rockford Public School District No. 205. We will:

- Implement a plan to continue improving the schools’ appearance and cleanliness, creating and maintaining a cleaner and safer environment for students.
- Maintain appropriate levels of staffing for custodial and light maintenance operations and related functions to ensure high levels of quality and satisfaction.
- Operate a value-driven, cost-effective custodial services program supporting the Rockford Public School District No. 205’s strategic mission, preserving the District’s assets and ultimately reducing the total cost of ownership.
- Execute a plan that respects the current staff, and creates a working environment to allow the staff to improve skills and advance in their careers.
- Sustain high levels of customer service with a fully functioning computerized maintenance management system Web TMA.
- Institute a rigorous scheduling and quality control program via Web TMA and GoSpotCheck that extends the usable life of the District’s infrastructure.
- Execute an Energy Conservation plan that includes semi-annual custodian education to ensure lights are off and doors are latched upon completion of room cleaning, as well as identifying water faucets are turned off and reporting any drips or leaks for corrective action. This guidance will also be placed on the bottom of all of their cleaning schedules, fixed to their cleaning carts as a daily reminder. Manager safety and quality tours of the buildings also ensure compliance of these activities.
Rockford Public School District No. 205 Objectives

In order to design a successful solution, it is important to understand your challenges and goals. Through our experience with K-12 schools, the tours of operations, and the stated objectives in the RFP, Aramark understands that the successful custodial management provider must deliver on the following critical elements:

- Provide quality, professional management, and overall value.
- Improve customer satisfaction with custodial services.
- Improve communication to stakeholders regarding custodial services.
- Develop and implement a transparent and seamless transition plan for Rockford Public School District No. 205.
- Identify and capture both short-term and long-term sustainable efficiencies.
- Simplify building management end-to-end services through custodial program management.
- Maintain high levels of customer service with a fully functioning computerized custodial management system, Web TMA.
- Improve the overall quality and functionality of the custodial services at Rockford Public School District No. 205.
Aramark's Education Division

As your District continues to change and the education environment becomes more complex, your schools require a professional, experienced service provider with substantial resources. Aramark has the expertise needed to expertly manage your District. We will continually bring our extensive experience and technical knowledge to the Rockford Public School District No. 205, including:

- A reputation for meeting and exceeding the expectations of our clients, as evidenced by our 99 percent client retention rate in the education market.

- The resources and financial stability of a $14.4 billion company that traces our history back to the 1930s.

- More than 50 years of experience providing custodial management services.

- A large central region client base of K-12, higher education, and business and industry customers that offer a local source of support.

Our recommendations are specifically designed to deliver continuous value and benefits for the Rockford Public School District No. 205 for many years to come. Our vision for the program outlines how we will achieve those outcomes. It is our objective to position the Rockford Public School District No. 205 for long-term success and deliver incremental value over the life of the contract.

Our principal strength is the ability to listen to your needs, understand your goals, and create a comprehensive plan to provide you with measurable outcomes that meet your objectives.

Aramark Education knows Illinois

108 million meals per year
79 Partnerships
55 million square feet maintained

Northern Illinois Partnerships
- Archdiocese of Chicago
- Berwyn SD #180
- Carpentersville CUSD #300
- Cass SD #63
- Center Cass SD #66
- Chicago Park District
- Chicago Public Schools
- Downers Grove #58
- Elgin Park CUSD #401
- Evanston SD #65
- Frankfort SD #157-C
- Grayslake CHSD #127
- Harvard CUSD #50
- Hazel Crest SD #152-5
- Indian Prairie CUSD #204
- Keeneyville SD #20
- Community HSD #128
- Lisle CUSD #202
- Matteson ESD #159
- Napperville CUSD
- North Palos SD #117
- Oswego SD #308
- Palos Park #118
- Plainfield CUSD #202
- Plano CUSD #88
- Proviso Twp HSD #209
- Riverside/Brookfield HSD #205
- Roycemore School
- St. Charles CUSD #333
- Sterling CUSD #1
- Sycamore CUSD #427
- Waukegan CUSD #60
- West Chicago SD #33
- Zion-Benton HSD #126

Legend:
- Food Partnership
- Facility Partnership
- Food and Facility Partnership

Aramark
Putting the “Human” in Human Resources

Aramark is not a custodial company, nor a facilities company, nor even a food company. Rather, we are a service company striving daily to satisfy the needs of those we are privileged to serve. Intrinsically, we know that we are able to serve well only when our people are engaged, equipped, and empowered to do so.

The quality of service we will provide Rockford Public School District No. 205 begins with the quality of life of those we depend upon to do the all-too-often, under-appreciated tasks of a custodian.

Quality of Service Depends Upon Quality of Life

We know that custodians make a significant contribution to the Rockford Public School District No. 205 mission.

Only when they perform their jobs well can students and teachers enjoy the benefits of a clean, safe, and, most importantly, healthy learning environment.

Quality of life for our custodial team members begins with the following:

- **Competitive Wages and Benefits**—Compensate fairly and provide good benefits

- **Training and Development**—Establish a clear understanding of expectations and train for successful achievement

- **Equipment and Tools**—Provide the state-of-the-art tools that allow employees to work effectively and efficiently (smarter vs. harder)

- **Equitable Work Schedules**—Assign work fairly so employees know they are not required to do more than their share of the work

- **Healthy Work Environment**—Reduce harmful chemicals and hazardous working conditions

- **Recognition and Respect**—Ensure that employees understand their work is appreciated

- **A Voice**—Empower employees to ask questions and to make suggestions

This approach to treating our team members right is beneficial to both Rockford Public School District No. 205 and the Aramark team. When custodians are trained, recognized, and appreciated, they develop ownership in their schools and pride in their work. Turnover and absenteeism are reduced. By retaining employees we can better develop their skills. Thus schools will be cleaner and better maintained.
Beyond Mop and Bucket

A recent internet search found references to mops going back to the late 1400s. Certainly there is a better way to clean than with 500-year-old technology.

With the antiquated mop and bucket approach, once a mop has been used on a floor surface the first time and then dipped back into the bucket, the mop and the contents of the bucket are no longer clean. As a custodian moves from room to room using the same mop and bucket, contaminants move from room to room as well. Aramark eliminates this cross-contamination through the use of microfiber pads which clean more effectively than mops and are replaced as the custodian moves to the next room.

For larger areas to be cleaned, Aramark further increases efficiency with the introduction of labor-saving technology. For example, a custodian doing auto washing on a self-propelled Tennant T7 ec-H2O machine can clean in only 20 minutes the same 10,000 square foot area that it otherwise takes a custodian two hours to clean using a mop and bucket.

Floor Care Productivity

Damp Mopping Versus Auto Washing

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<th>Time Required to Cover 10,000 Square feet</th>
<th>Damp Mop</th>
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<tbody>
<tr>
<td>T7 Ec-H2O</td>
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<tr>
<td>Chariot I Scrub</td>
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<tr>
<td>T5 28&quot; Ec-H2O</td>
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<td>T3 20&quot; Ec-H2O</td>
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<tr>
<td>Micro Fiber</td>
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<tr>
<td>Damp Mop</td>
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</tbody>
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Minutes/1000 Sq. Ft. 0 5 10 15

MICROFIBER VS. MOP AND BUCKET

45% more effective
50% less time
90% less water
Beyond Outdated Cleaning Methods

With innovative processes such as “touchless cleaning,” productivity is significantly enhanced, allowing workers to clean large restrooms, locker rooms, and showers in about half the time required with manual procedures. Other benefits include:

- Improved cleaning quality due to the ability to clean places that traditional cleaning processes do not reach, such as behind wall-mounted objects, in corners, and under sinks and toilets—these same areas harbor bacteria that can produce malodors, detracting from an area that otherwise appears clean
- Improved employee morale and elevation of worker dignity by providing employees with a method to clean restrooms more effectively and more quickly, while enabling them to complete the task without physically touching the toilets or urinals
- Improved safety while ensuring more effective results
- Improved ergonomics resulting in less worker strain and fatigue

Beyond Floor Finish

Aramark researchers have worked with custodial equipment manufacturers to help develop commercially affordable equipment that is compatible with the 3M Company’s Floor Protector. 3M Floor Protector provides an appearance virtually identical to floor finish, but with even greater slip resistance. This provides a more durable, more easily maintained product, while reducing the labor hours by as much as 60 percent. Over time, this would provide a significant reduction in the cost of floor finish.

In California, and no doubt soon to be the case elsewhere, floor finishing chemicals, once stripped, are required to be disposed of as hazardous waste. 3M Floor Protector never requires stripping. The finish is maintained through light re-coatings as needed. Thus, it is much more environmentally-friendly as it provides a permanent solution versus traditional floor finishing chemicals which historically have been stripped on a regular basis and flushed into the water supply. With ever increasing focus on the environment, disposal of traditional floor finishing chemicals likely will become a much more expensive endeavor.

Handling Pandemic Events, Special Wastes, and Other Nonstandard Events

Our background in healthcare institutions serves us well, having provided extensive experience working in environments where pandemic events and/or handling of special wastes can be commonplace.

“Non-standard events” can encompass a lot of eventualities, from something as benign as helping set up for a graduation ceremony to assisting with emergency evacuation procedures or medical, fire, or weather-related emergencies.

Ability to Provide Services for Special Events

The very nature of providing services in the K-12 environment requires that a company have the commitment and flexibility to respond to the diverse needs of the District at all times. That said, we have structured our staffing to be able to accommodate the events that might occur during the course of the school year such as athletic events, school plays, meeting and graduation setups, etc. We are equally prepared to provide staffing and resources when and where necessary for special events of any nature.
Beyond Green

While other companies are touting their green cleaning products, Aramark has moved beyond green to the most environmentally friendly product imaginable: WATER. Electrically activated water (EAW) technology converts normal tap water into powerful cleaning solutions through an electrical current to separate the positive and negative ions in water.

How Effective Is Blue Cleaning?

Aramark sought to understand the cleaning performance of the EAW solutions on hardwood and terrazzo floors, carpets and hard surfaces, such as door entrances, railings, and desks.

Baseline measurements of adenosine triphosphate (ATP) were taken before and after the test by a third-party consulting company. (ATP is the universal protein molecule found in all animal, plant, bacteria, yeast, and mold cells. By measuring the amount of ATP on a surface, a quantifiable standard of hygiene can be established that defines when a surface is really clean.)

Over the course of six weeks, the hard surface areas were ATP swabbed, cleaned, and then swabbed again. Results concluded a 90-92 percent average ATP reduction through Aramark’s Blue Cleaning program compared to a 75-79 percent reduction with conventional cleaning chemicals.

The gloss and traction of the hardwood and terrazzo floors were maintained, with a modest improvement using the EAW solution. The carpets were found to be slightly cleaner and drier following the implementation of the Blue Cleaning program.

Using this innovative technology, Aramark researchers have assisted equipment manufacturers in developing cost-effective equipment, eliminating the environmental impact of producing, packaging, transporting, and disposing of traditional cleaning chemicals. Additionally, EAW water is safer to use around students, teachers, and staff as there is no chemical residue left on surfaces that have been cleaned.

Electrically activated water also reduces labor involvement, training, and product handling liability; it begins with water and ends with water.

Finally, the use of electrically activated water by Aramark will greatly reduce Rockford Public School District No. 205’s chemical exposure.

BLUE CLEANING VS. TRADITIONAL CHEMICALS

14%-23% more effective
Financial Offer

- One full-time professional on-site custodial manager
- One full-time operational training custodial manager
- Four full-time salaried associate managers
- One administrative assistant
- One equipment maintenance associate
- Access to our existing experienced central region support team to assist in human resources, administration, and technical support
- Access to a local and national operational excellence (OpX) team support to provide custodial expertise and technical support
- Each hourly employee will receive five leased uniforms and a pair of slip resistant shoes, replaced annually
- Aramark to provide all custodial equipment and cleaning supplies to support the custodial cleaning services program
  - The Quantum Leap (QL) innovation cleaning systems a $884,324 investment in new, high-efficiency cleaning equipment as well as Blue Cleaning equipment and technology using electrically activated water reducing the use of chemical products and eliminating VOCs in the air
  - The SpaceCare QL cleaning system, a $166,023 investment in Aramark’s proprietary microfiber cleaning system detailed in our proposal
  - Aramark’s computerized Custodial Management System (CCMS) using mobile technology for scheduling, SpaceCare, communication, equipment inventories, and quality control
  - Mobile devices for all management, as well as one for every building, to enhance communication and enable mobile web-based inspection tool
  - The Aramark web-based Quality Control program—GoSpotCheck—with handheld devices (The outcomes will be monitored and recorded to assure high levels of service.)
  - Aramark will incur and pay for all start-up and transition costs, estimated at $238,940
  - Two vehicles with fuel and maintenance

Alternative Bid

Aramark would like to propose a transparent alternative proposal that would include Aramark operating at our cost (approximately $6.7 million) while putting all of our management fee (margin) at risk. Our management fee would be paid based on achieving mutually agreed upon predetermined results, which would be determined by mutually agreed upon Key Performance Indicators (KPI’s). The purpose behind this model is to drive customer desired results. Below are examples of KPI’s we have used with other locations.

- Quality
  - Percentage of schools independently rated at APPA level 2 based on a third party audit of schools
  - Average score of school satisfaction across all schools based on principal surveys
  - Percentage of summer projects completed successfully
- Safety
  - Number of ongoing training hours per employee (average by month)
  - No injuries (slips/falls) occurs as a result of slippery or unmaintained surfaces
- Customer Service
  - Response time to service requests
  - Work order request closure time
- People
  - Turnover rates
  - Vacancy rates
Aramark Goes Above and Beyond offering best Value

The Rockford Public School District No. 205, like most school districts around the country, is faced with the unenviable task of having to try to do more with less. Whether providing instruction in the classroom or trying to maintain the classroom, dollars are scarce.

We know how challenging it can be to balance the need to save money with the responsibility of providing a clean, healthy learning environment. At the end of the day, there is typically a cost associated with using a low cost approach to acquiring such services.

We know intuitively that a company can’t achieve a better result by spending less money while doing things the way they have always been done. The only way for a company to achieve better results under this scenario is to compel people to work harder. That is neither a reasonable nor lasting solution, particularly for jobs that are so labor intensive to begin with.

That’s why Aramark has devised a better way—a way to increase productivity and improve quality, while simultaneously controlling costs. We allow people to work smarter rather than harder, by equipping them with the right tools and equipment and with training that shows them a new way to achieve superior results.

Rather than participating in a race to the bottom, by reducing staffing, cutting wages, lowering benefits, using part-time employees, and using cheaper, less effective cleaning methods, Aramark believes in treating our employees with dignity, compensating them for the work they do, and equipping them with the best tools and equipment. It’s all about providing BEST VALUE rather than the LOW BID.

In closing, Aramark is committed to delivering a program that provides customer-focused services efficiently and effectively. We empower our local teams to make decisions and support them with industry-leading engineers and custodial, maintenance, and ground professionals. Our technical resources are unrivaled in the industry. We consider ourselves to be trusted partners committed to the long-term vision and mission of The Rockford Public School District No. 205.

It’s a New Day in Aramark’s Facilities...

As of fall 2016, Aramark realigned the facilities services business into a national stand-alone business line with much smaller regions supplemented by corporate functional and operational excellence experts.

This new organization will provide more opportunity for regional leadership engagement with our clients while providing more support to the on-site teams operationally and functionally.
Experience, Management, and Stability

Company Profile

Aramark Overview

Aramark delivers experiences that enrich and nourish people's lives through innovative services in food, facilities management, and uniforms. We provide award-winning services to healthcare institutions, universities and school districts, stadiums and arenas, and businesses in 19 countries around the world.

As a leader in a large, growing market, Aramark proudly serves its blue chip client base through high-quality service and innovation to meet their evolving needs. With safety, quality, and service excellence as core values that define the company, Aramark is also committed to responsibly addressing issues that matter to our clients, customers, employees, shareholders, and communities by focusing on employee advocacy, environmental stewardship, health and wellness, and community involvement.

Aramark is a leader in the industry, creating environments that support the dedication to ensure student achievement. We provide a wide range of facility, food, and nutrition services to more than 500 K-12 school districts. The ultimate goal of our presence is to create an environment of shared vision that allows students and faculty to flourish.
Public Schools—Facilities Management

Aramark is the leading provider of comprehensive facilities services in the education market. We leverage our deep understanding of the unique needs of schools to provide unparalleled service, focused on optimal learning and living environments. Our education portfolio includes:

- More than 50 years of service performance history
- More than 200 facilities services clients
- Annual retention of more than 98 percent
- 125 million gross managed square feet
- More than 100 in-house engineering professionals

ARAMARK’S MISSION
Deliver experiences that enrich and nourish lives.

ARAMARK’S VALUES
Sell and Serve with Passion
Front Line First
Integrity and Respect Always
History

Aramark traces its history back to 1926, when the Slater Corporation was founded in a student rooming house on the University of Pennsylvania campus. Initially, Slater Corporation managed food service programs in colleges, and then expanded operations to include the management of food service in business and industry, vending, and hospitals.

As Slater Corporation was expanding its manual food service business, two other companies, which were to join later as the founding companies of Aramark, were also developing in the 1930s and 1940s. Davidson Brothers, Inc. of Los Angeles and Automatic Merchandising Company of Chicago were founded by Davre Davidson and William Fishman, respectively.

In 1959, Davidson Brothers, Inc. and Automatic Merchandising Company merged and formed Automatic Retailers of America. In 1961, Automatic Retailers of America (then enjoying approximately $65 million in vending sales) merged with Slater Corporation (with approximately $65 million in manual food service sales) and the company was renamed ARA Services, Inc. In 1963, ARA Services was listed on the New York Stock Exchange.

On October 10, 1994, ARA Services became Aramark Corporation. As Aramark, we have created a corporate brand that unites the momentum built day-by-day in the individual divisions. This reinforces the strength and visibility of the Aramark enterprise worldwide.

Today

Today, Aramark is acknowledged as a world leader in managed services—including food, facility, and uniform services—across a broad range of industries that include educational, healthcare, business, and government facilities. Aramark has grown from a company managing $130 million to a $14.4 billion company with about 270,000 employees serving customers in 19 countries. We have the expertise, resources, and experience to guarantee cost and quality outcomes for client partners. Aramark people bring a great deal of pride and a unique sense of personal commitment to serving customers.

Since 1998, Aramark has consistently been recognized among the World’s Most Admired Companies by FORTUNE magazine, and in 2016 Aramark was ranked number one in our industry. Additionally, in 2015, Aramark was again honored as one of the World’s Most Ethical Companies by the Ethisphere Institute.
Aramark’s facilities services portfolio accounts for $1.6 billion in revenue across six sector markets. Of that, $600 million is associated with operations and maintenance. Each sector reports to a chief operating officer that fully aligns our integrated services for food and beverage, merchandising, and facilities services. Within each sector, dedicated operations excellence managers, Engineering Solutions team, and facility operations directors fully support each account through assigned regions.

At Aramark, taking care of business means helping clients take care of their facilities. In addition to education institutions, Aramark offers facility, food, and other support services to the healthcare, corporate and industrial, corrections, and sports and entertainment markets. Our broad portfolio of services enables us to provide effective support to clients in education; healthcare; and business, sports and entertainment, and corrections sectors. Services include comprehensive facility management and leadership of all facility operations functions.
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<th>Customer Name and Address</th>
<th>Client Contact</th>
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<tr>
<td>Chicago Public Schools</td>
<td>Alfonso De Hoyos-Acosta, Chief</td>
<td>773-553-1570, <a href="mailto:dehoyos-ac@cps.edu">dehoyos-ac@cps.edu</a></td>
<td>409,133</td>
<td>F</td>
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<td>Administrative Officer</td>
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<tr>
<td>Northwestern University</td>
<td>Gary Wojtowicz, Dir of Facilities</td>
<td>847-491-5201, <a href="mailto:g-wojtowicz@northwestern.edu">g-wojtowicz@northwestern.edu</a></td>
<td>9,177</td>
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<tr>
<td>Indian Prairie C.U.S.D. 204</td>
<td>Dr. Karen Sullivan, Superintendent</td>
<td>630-375-3010, <a href="mailto:karen_sullivan@ipsd.org">karen_sullivan@ipsd.org</a></td>
<td>25,000</td>
<td>C P G</td>
<td>6/27/1984</td>
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<tr>
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<td>Todd DePaul, Dir. of Bldg. Operations</td>
<td>630-375-3073, <a href="mailto:todd_depaul@ipsd.org">todd_depaul@ipsd.org</a></td>
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<td>Lebanon School Corporation</td>
<td>Dr. Robert Taylor, Superintendent</td>
<td>765-482-0380, <a href="mailto:TaylorB@leb.k12.in.us">TaylorB@leb.k12.in.us</a></td>
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<td>Charles Tait, Asst. Supt./CFO</td>
<td><a href="mailto:tanic@leb.k12.in.us">tanic@leb.k12.in.us</a></td>
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<td>Providence Public Schools</td>
<td>Alan Sepe, Director of Public Property</td>
<td>401-421-7740, <a href="mailto:asepe@providenceri.com">asepe@providenceri.com</a></td>
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</table>

* C=Custodial, P=Plant Operations & Maintenance, G=Grounds, F=Facilities Management

The information contained herein is the sole and exclusive property of Aramark and contains trade secrets, client information and other highly confidential and proprietary material. This information is not generally known outside of Aramark or the District, and is not widely shared within Aramark or the District. Aramark has taken care to guard the secrecy of this information and to keep it out of the hands of its competitors. The information contained in this list has been compiled on a confidential basis and may be reviewed by the District solely for the purpose of evaluating Aramark's experience and qualifications in connection with the awarding of a contract to a successful bidder. The information contained in this list is not intended for public use and/or dissemination. Any public use and/or dissemination of this information would cause substantial and irreparable competitive harm to Aramark. Reproduction of any part of this list without the express written permission of Aramark is prohibited. At the conclusion of the procurement process, the District shall either return to Aramark, destroy or cause to be destroyed, all copies of this list and all analyses or other documents incorporating any portion of this list.
Lost Account

Aramark’s Facilities lost Illinois accounts for five years through April 2017.

<table>
<thead>
<tr>
<th>School District</th>
<th>Date Closed</th>
<th>Loss Due To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Althoff Catholic High School</td>
<td>6/30/12</td>
<td>Non-Renewal</td>
</tr>
<tr>
<td>Park Forest SD #163</td>
<td>6/30/12</td>
<td>Non-Renewal</td>
</tr>
<tr>
<td>Cadillac Area Public Schools</td>
<td>12/31/12</td>
<td>Expiration</td>
</tr>
<tr>
<td>Garfield Park Conservatory Alliance</td>
<td>6/30/13</td>
<td>Non-Renewal</td>
</tr>
<tr>
<td>Chicago Christian Industrial League</td>
<td>8/30/2013</td>
<td>Non-Renewal</td>
</tr>
<tr>
<td>Grayslake HSD 127</td>
<td>6/30/14</td>
<td>Non-Renewal</td>
</tr>
</tbody>
</table>

Definitions:

- **Termination**—The District or Aramark ended the contract in the middle of the term pursuant to the termination provision provided in the contract. The termination could be for cause or convenience.

- **Expiration**—Aramark provided services for the initial contract term and all available renewals. The account was lost on rebid or the District did not rebid the account.

- **Non-Renewal**—Aramark provided services for the initial contract term (and any renewal term) and, at the expiration of the term, the District and/or Aramark elected not to renew the contract as provided in the contract.
Bank and Credit References

ARAMARK'S PRINCIPAL BANKING RELATIONSHIPS ARE MAINTAINED WITH:

**JP Morgan Chase Bank**
National Confirmations Department
14800 Frye Road, Mail Code: X1/006
Fort Worth, Texas 76155

Telephone: 817.399.7227
Fax: 817.399.7218

**Wells Fargo Bank, NA**
Corporate Client Service
1525 West W.T. Harris Blvd.
MAC D111-03B
Charlotte, North Carolina 28252

Anita Hilliard, Client Service Officer
Telephone: 704.444.6064
Fax: 877.302.9239

**PNC Bank**
8800 Tintonic Blvd.
Philadelphia, Pennsylvania 19153

No mail requests; only fax requests to:
Credit Reference Department
Telephone: 215.749.6199
Fax: 215.749.6191

SEVERAL OF OUR MAJOR SUPPLIERS ARE:

**SYS CO Corporation**
1390 Enclave Parkway
Houston, Texas 77077

Jim Beck, Senior Director - Credit Risk
Telephone: 281.584.7044
Credit Request Fax: 281.584.1323
Email: beck.james@corp.sysco.com

**The Coca Cola Company**
USA 1335, P.O. Box 1734
Atlanta, Georgia 30301

Ken Kratzenberg
Telephone: 404.676.3314

Michelle Brown
Telephone: 404.887.3835
Fax: 404.253.4382

**Pepsi-Cola**
511 Herold Court
Maple Glen, Pennsylvania 19002

Rick Thomas, Director
Telephone: 215.643.1550
Cell: 610.745.7869
Email: rick.Thomas@pepsico.com

**Hubert Company, LLC**
9555 Dry Fork Road
Harrison, Ohio 45030

Mindy Burns, Collections Supervisor
Telephone: 513.367.8682
Email: mburns@hubert.com

**Performance Food Group**
Vistar, A Performance Food Group Company
12650 E. Arapahoe Road, Bldg. D
Centennial, Colorado 80112

Jean Brown, Senior Credit Analyst
Telephone: 303.662.7141
Fax: 303.662.7741

Summary financial information on Aramark is available through Dun & Bradstreet. Our Dun's number is 00791-5098.
Form 10-K

The attached PDF file contain Aramark’s Form 10-K, which includes our financial statement and detailed balance sheet for the past three years.
ARAMARK DELIVERS EXPERIENCES THAT ENRICH AND NOURISH LIVES THROUGH INNOVATIVE SERVICES IN FOOD, FACILITIES MANAGEMENT, AND UNIFORMS. WE PROVIDE AWARD-WINNING SERVICES TO HEALTHCARE INSTITUTIONS, UNIVERSITIES AND SCHOOL DISTRICTS, STADIUMS AND ARENAS, AND BUSINESSES IN 19 COUNTRIES AROUND THE WORLD.

FOOD SERVICES
Over the past 80 years, we’ve served food to millions of people from all walks of life in all places, all around the world. And we’ve used our array of resources and expertise to cultivate amazing dining experiences that delight our customers, deliver success for our clients, and empower people to lead healthier lives every single day.

FACILITY SERVICES
While facilities have changed a lot over the past few decades, our ability to adapt to new challenges only grows stronger. Today, we provide comprehensive facilities services covering nearly one billion square feet of space in multiple industries all over the world.

UNIFORM SERVICES
As a leading provider of uniforms and workplace supplies to over 300,000 clients across a variety of industries nationwide, we leverage insights to ensure we deliver products and services that make an impact on business.
2016 KEY MILESTONES

- Acquired group purchasing organization, HPSI
- New 10 year contract with Cologne Fair, Germany
- Aramark began operations at Yosemite National Park
- Year one results ahead of targets on Healthy for Life* 20 By 20 Initiative with the American Heart Association
- New partnership with Cat Cora
- Acquired Avoca, Ireland's largest retailer
A Message from the Chairman, President and CEO

Our purpose at Aramark is to enrich and nourish the lives of the customers, consumers and communities we serve around the world every day. We do that by Dreaming and Doing — by innovating and executing to deliver service excellence everywhere we operate. Our 270,000 associates take great pride in providing great experiences wherever people learn, work, play and recover.

DEAR SHAREHOLDERS:

I am pleased to report that 2016 was a year of record breaking progress on Aramark’s journey — one marked by unprecedented financial results and total shareholder return that significantly outpaced the broader markets.

Our focus over the past several years innovating for our clients, engaging our employees and improving our financial performance has helped to build a strong foundation for our company, one that I like to think of as:

- Proven — The ability to drive consistent and sustained results.
- Powerful — A leader in an established & resilient industry with a blue-chip client base.
- Promising — Executing a clear & focused strategy to create shareholder value.

This foundation delivered outstanding financial results\(^1\) in 2016 including:

- A 21% increase in earnings per share and an 11% increase in adjusted earnings per share\(^1\).
- 80 basis points of operating income margin expansion to 5.2% and nearly 40 basis points of constant currency adjusted operating income margin expansion to 6.5%.
- A 30 basis point reduction in Aramark’s total debt to covenant adjusted EBITDA ratio to 3.9x.
- An 8% increase in our dividend.
- All of which drove total shareholder return of 25% for the fiscal year.

Our Three-Year Goal We have been focused on strengthening our company through the execution of a three pronged strategy — Accelerating Growth, Activating Productivity and Attracting and Retaining the Best Talent. Our focus on Accelerating Growth has led to an expansion of our sales force and a sharply honed approach to winning in the marketplace. This has allowed us to reap strong rewards. Through our Activating Productivity anchor we are achieving savings in food, labor and SG&A costs which allow us to reinvest in the business while expanding margins. We need the right people to execute this strategy, so through Attracting and Retaining the Best Talent, we are making Aramark an even better place to work.

This has not been a small undertaking, and will continue to require significant investments in the business, particularly in technology. The great news is that these investments are working — the food and labor tools we spent the last few years developing are delivering meaningful cost reductions. The success of these pilots has provided us with a good line-of-sight on our deployment plans, which in turn gives us confidence in our 3-year earnings targets. In December 2015, we announced a goal of increasing Aramark’s adjusted operating margins\(^1\) by 100 basis points and adjusted earnings per share\(^2\) to $2.20 by the end of fiscal 2018. With nearly 40 basis points of adjusted operating income margin expansion delivered in 2016, we are well on our way to achieving our goal and the corresponding shareholder value.

Our New Partnerships We executed the largest and most successful account mobilization in Aramark’s distinguished history — hiring, training and on-boarding in record time more than 1,000 associates at Yosemite National Park. We also welcomed Koelnmesse/Cologne.

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\(^1\) Constant Currency

\(^2\) Annex A of this Annual Report includes reconciliations of financial measures presented in accordance with generally accepted accounting principles (GAAP) to non-GAAP financial measures included in this Annual Report.
“Looking forward, I remain exceptionally confident in the worldwide Aramark team and the outlook for our company. Our Proven, Powerful and Promising foundation enables us to deliver sustainable long-term shareholder value.”

Fair, the largest client in our German business’ history. These historic partnerships were just two of many new client relationships started in 2016.

Our Growing Portfolio We welcomed Avoca into the Aramark portfolio, one of Ireland’s most successful retailers, as well as HPSI, a leading GPO that serves thousands of healthcare providers, educational institutions and hospitality businesses in the U.S. These strategic “tuck in” acquisitions enhance our consumer brand portfolio and ability to compete in the group purchasing space.

Our Innovation in Action We continued to accelerate growth through our innovation framework to drive revenue, consumer satisfaction and loyalty. Another hallmark is an exciting new strategic partnership with TV personality, restaurateur and “Iron Chef” Cat Cora to develop and activate an exclusive Mediterranean concept in 2017.

Our Commitment to Health & Wellness We are very proud of the results from our Healthy for Life* 20 By 20 initiative with the American Heart Association to improve the health of consumers. In year one, we achieved an 8 percent reduction in calories, sodium and saturated fats across our menus, well ahead of our targets, and generated dramatic response from the underserved communities where we piloted a health engagement and education program to improve diets and lifestyles.

Our Culture of Recognition Our 270,000 team members around the world are the foundation of our success and we are committed to recognizing our Service Stars who deliver on our brand promise every day. In 2016, we proudly welcomed our second annual Ring of Stars class, which honors our 200 “Best of the Best” frontline team members. We were also recognized once again as an employer-of-choice for our diverse and inclusive work environment.

Our Bright Future Looking forward, I remain exceptionally confident in the worldwide Aramark team and the outlook for our company. Our Proven, Powerful and Promising foundation enables us to deliver sustainable long-term shareholder value. I also remain encouraged by the economic resiliency of Aramark’s business model. Our diversified client base reduces concentration risk, as no single client comprises more than 2 percent of annual sales; our variable food and labor costs allow us to substantially flex with the macro environment; and roughly half of our sales are derived from less cyclical industry sectors, resulting in another level of stability.

I greatly appreciate your ongoing interest and investment in our company. Your confidence in us has enabled our success so far, and your continued support is instrumental to our future success.

Eric J. Foss
Chairman, President and Chief Executive Officer
PROVEN
2016 was a year of championship performances for Aramark and our client partners. We had the good fortune of partnering with every major professional sports champion in the U.S., along with the NCAA champions in football, basketball, baseball and lacrosse. We also had the honor to serve several high profile events throughout the year, including both the Republican and Democratic national conventions.

It was a strong year across our portfolio, including new partnerships with the Minnesota Vikings, Fordham University and The Rock & Roll Hall of Fame, to name a few. Our international business continued to grow with notable wins in China, Northern Europe and Germany, including the largest client in our German business' history, Koelnmesse/Cologne Fair, the sixth largest Trade Fair in the world. Our Uniforms business benefited from our investments in capacity expansion, which resulted in organic sales growth and new clients, including Publix, the largest employee owned grocery retailer in the U.S.

Innovation and quality are a major focal point for Aramark across the entire business, particularly in the important area of Health & Wellness. We continue to accelerate growth through an innovation framework centered around new culinary ideas and promotions, celebrity chef partnerships and proprietary concepts that is driving revenue, consumer satisfaction and loyalty.

In June, we announced a strategic partnership with TV personality, restauranteur and "Iron Chef" Cat Cora to develop an exclusive healthy Mediterranean concept called OLILIO by Cat Cora. In addition, we expanded our in-unit chef partnerships with celebrity chefs like Andrew Zimmern, Jimmy Bannos, José Andrés and Danny Meyer.

Education
We proudly serve more than 600 million nourishing meals each year to K-12 and college students.

We are also especially proud of the year one results from our Healthy for Life® 20 By 20 initiative with the American Heart Association (AHA), which aims to improve the health of Americans by the year 2020.

"The American Heart Association is grateful for Aramark's continued commitment to improving the health of all Americans and we're delighted with the progress we have collectively made in the past year," said Nancy Brown, CEO of the American Heart Association. "This proves that our work is truly advancing the health of Americans and we look forward to continuing this great work in the coming years."

We achieved an 8 percent reduction in calories, sodium and saturated fats across the menus we serve in colleges and universities, hospital cafes and workplace locations. Over 30 percent of main dishes served on these menus are now vegetarian or vegan, and over 50 percent of the entrees or sandwich items are 500 calories or less. And, in the underserved communities where we piloted a health engagement and education program to drive behavior change, fruit and vegetable consumption was up almost a cup serving per day among participants.

In year two, Aramark and the AHA will expand and scale the successful community health engagement program and launch a consumer health engagement and awareness campaign.

Fortune World's Most Admired Companies

All of our success to innovate around the world did not go unnoticed. We were very pleased to be named to Fortune's Most Admired Companies list in 2016, ranking #1 for Diversified Outsourcing based on key criteria including innovation, global competitiveness and social responsibility.
A LEADER IN AN ESTABLISHED AND RESILIENT INDUSTRY WITH A BLUE-CHIP CLIENT BASE

Our mission to deliver experiences that enrich and nourish lives is fueled every day by our 270,000 team members around the world. We know that our employees are the foundation of our success and we continue to accelerate our efforts to attract and retain the best people.

In 2016, we earned recognition for the diverse and inclusive environment we proudly nurture. For the second year in a row, we were named a *Best Place to Work for LGBT Equality*, earning a perfect score on the Human Rights Campaign Corporate Equality Index. We were also named an employer-of-choice by *Diversity Inc.*, *BLACK ENTERPRISE*, *LATINO* and *CAREERS & the disABLED* magazines.

Our recruiting efforts are accelerating with a keen focus on filling our talent pipeline with high-potential candidates from our on-campus recruiting initiatives, as well as from the large pool of deserving military veterans.

Our commitment to build a culture of recognition continued to flourish in 2016, as we welcomed our second annual Ring of Stars class, which honors our 200 "Best of the Best" frontline team members. This program is growing, with thousands of nominees each year, all of whom serve as inspirational motivators for all of our employees.

Aramark has pivoted to a more center-led organization, rolling out a standard and repeatable business model across our organization that is supported through technologies that fundamentally change how we work at all levels of the organization, from the frontline to the executive leadership.

We appreciate the outstanding efforts of all of our team members who have made a great deal of progress activating productivity this past year, establishing centers of excellence to give us the ability to create standard processes and key performance measures to propel the organization forward.

Our investment in technology is providing insights that are more timely and actionable. Focus areas in food include menu optimization, strategic sourcing, standard food production processes and greater discipline around waste reduction. On the labor side, we are working to implement wages that work, get a better handle on headcount, create smart schedules and address overtime and agency overruns.

Finally, while Aramark operates in 19 countries, our global headquarters has been located in Philadelphia, Pennsylvania since 1961. In September, we recommitted to staying in our hometown, and plan to move in 2018 to a modern riverfront headquarters that will provide our associates with a dynamic work environment and exciting amenities, with an emphasis on innovation, sustainability and green space.
EXECUTING A CLEAR AND FOCUSED STRATEGY TO CREATE SHAREHOLDER VALUE

Aramark is a leader in a dynamic market with a $900 billion opportunity, the large majority of which has yet to be tapped. It is an exciting place to be with enormous upside for future growth.

Since our IPO in 2013, the company has been on a steady march to increase margins through balanced sales growth and simultaneous reinvestment. At our Investor Day in December 2015, we announced a three-year goal to increase adjusted operating margins by 100 basis points by the end of 2018. We continue to make solid progress, guided by our focused strategy to build the business through three key areas: Accelerating Growth, Activating Productivity and Attracting the Best People.

We are driving incremental margin expansion through our 5G&A, food and labor productivity initiatives, which netted about 40 basis points of constant currency margin improvement in fiscal 2016. A portion of our gross productivity and margin savings continue to be reinvested in the business to deploy new technology, optimize our portfolio and explore strategic alliances and small “tuck-in” acquisitions.

In 2016, we made two strategic acquisitions that are strengthening our consumer brand portfolio and helping us compete more effectively. We acquired Avoca, one of Ireland’s most successful retailers, which operates 11 destinations including cafes, food halls and retail stores, as well as a home catering company. Initial results have been very encouraging, as Avoca is not only accretive to our business, the brand is also providing us with consumer insights that are driving future trends across the company.

We also strengthened our ability to compete in the group purchasing space by acquiring HPSI, a privately-held organization founded in 1964 that serves thousands of healthcare providers, educational institutions and hospitality businesses in the U.S. We believe that HPSI will support our margin march by increasing our purchasing power, scale and technology strength in the healthcare and education sectors.

SPORTS AND ENTERTAINMENT
We enhance the game day experience for more than 100 million sports fans each year.

As we continue to fine tune our portfolio, we remain focused on adding capabilities that will help us become more competitive in businesses with promising margin potential. In our Facilities business, for example, we have recently established a dedicated management team to ensure that we are consistently delivering high-quality service through a repeatable business model. We are leveraging a core competency within Aramark, as we seek to increase vertical sales with our existing clients. We believe that there is meaningful opportunity in this business, as the facilities function is currently less outsourced than the food business and the relatively higher margins will be accretive to our corporate margins.

Our 270,000 strong Aramark team is rallying behind our focused strategy, driving increased consumer and employee satisfaction, which in turn, is accelerating financial performance and helping to create shareholder value. One year into this journey we have notched almost 40 basis points of adjusted operating income margin improvement toward our goal of 100.

Much of the progress to date has been manual as we have created the preconditions necessary to deploy technologies that enable greater productivity. As these technologies continue to come to market, they are fundamentally changing how we work and will unlock even greater opportunity to reach our goal.
CORPORATE RESPONSIBILITY:
OUR PURPOSE
Our mission is to enrich and nourish lives. It is also our responsibility. We serve millions of clients, consumers and communities across the globe and strive to operate with integrity, respect and in the most responsible way possible.

We work to develop innovative product and service solutions that put our social responsibility goals at the forefront — focusing on initiatives supporting our diverse workforce, advancing consumer health and wellness, protecting our environment, and strengthening our communities.

**EMPLOYEE ADVOCACY**
We provide competitive wages and benefits, a safe, open work environment, and development opportunities so our team members can grow their careers with us. We are recognized as an employer-of-choice for our commitment to a diverse and inclusive work environment.

**HEALTH & WELLNESS**
Healthy for Life®, our comprehensive wellness platform, features a range of menu items and education and awareness initiatives that work together to support healthy lifestyles. Our groundbreaking partnership with the American Heart Association is designed to improve the health of our consumers, team members and communities by enhancing our menus to reduce calories, saturated fat and sodium levels while increasing fruits, vegetables and whole grains.

**ENVIRONMENTAL SUSTAINABILITY**
We weave environmental sustainability into everything we do, making constant progress on our commitment to source responsibly, minimize waste, support efficient operations with natural resource conservation, and manage our feet to minimize the environmental impact. We measure our impact and hold ourselves accountable.

**COMMUNITY INVOLVEMENT**
We invest financial resources in tandem with employee volunteer skills and expertise, and develop community partnerships to make a meaningful difference. Through our global volunteer and philanthropic program, Aramark Building Community, we partner at the local level to improve family and community health and help individuals succeed in the workplace. We also support national and local organizations and contribute $15 million annually to nonprofits through the Aramark Charitable Fund, corporate contributions, and through our businesses.
CORPORATE RESPONSIBILITY: IN ACTION
COMMUNITY
Since 2008, Aramark has invested more than $10 million in volunteer expertise and financial in-kind resources and nearly 45,000 employees have contributed more than 190,000 volunteer hours, impacting 4.5 million children, adults and families, to strengthen communities around the world through Aramark Building Community, our global philanthropic and volunteer program. During our global day of service in 2016, more than 9,000 employees volunteered in nearly 450 projects.

ENVIRONMENTAL SUSTAINABILITY
This past year we enhanced our Green Thread™ environmental sustainability platform which brings to life Aramark’s commitments and programs focused on responsible sourcing, waste minimization, operational efficiency and transportation management.

Green Thread provides Aramark associates serving universities, schools, stadiums, hospitals, municipalities, businesses and other venues with more resources and tools to consistently advance sustainable practices at thousands of locations every day by:
• Increasing procurement of local, seasonal and responsibly sourced products
• Reducing, reusing and recycling food and other waste
• Conserving energy and water and providing healthy environments
• Reducing fuel consumption and minimizing emissions

In 2016, we made significant progress against our commitments to responsible sourcing and animal welfare. Aramark became the first major food service company to call on its suppliers to implement additional humane conditions for the treatment of broiler chickens by 2024, or sooner. This pledge is part of the company’s industry-leading animal welfare policy, instituted in 2015, that covers the care and treatment of farm animals, including rapid growth, confinement and painful procedures.

We established a new Sustainable Seafood Sourcing Policy, which reinforces a pledge to purchase 100 percent of our U.S. contracted seafood from responsible sources that meet Monterey Bay Aquarium Seafood Watch® program recommendations by 2018.

This new policy includes our recently-completed transition to 100 percent sustainably sourced canned skipjack and albacore tuna. We are also working to avoid the purchase of “at risk species” as defined by Seafood Watch®, address human rights abuses and support responsible management practices.

Aramark is proud of our continued progress to minimize food waste. A new partnership with LeanPath, a company that uses real-time data to measure and track food waste, builds upon an initial pilot with results showing a 36 percent reduction in food waste. We expect to install LeanPath across our 500 highest volume locations over the next year, with plans to expand more broadly.

While reducing food waste at its source is Aramark’s primary focus, occasional overproduction due to unique situations, can happen. In these cases, Aramark’s Food Donation Program, in partnership with the Food Donation Connection, provides a solution to safely donate surplus food to local hunger relief agencies, helping families in need.

Other areas that are woven under Green Thread include environmentally-friendly building operations, such as efficient building design, water and energy-saving efforts, and Aramark’s Blue Cleaning™ program, which uses electrically activated or ionized tap water to safely clean without harmful chemicals.

The company’s fleet operations continue to address efficient fuel usage through advanced maintenance diagnostics, and state-of-the-art routing software to map out the most efficient travel routes.
Financial Highlights

Organic Sales ($B)

Adjusted Operating Income Margin

Adjusted Operating Income ($M)

Debt to Covenant Adjusted EBITDA

See Reconciliation of GAAP and Non-GAAP Information at the end of this Annual Report.
aramark 2016
financial performance
FORM 10-K
ANNUAL REPORT PURSUANT TO SECTION 13 or 15(d) OF
THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended September 30, 2016
Commission File Number: 001-36223

Aramark
(Exact name of registrant as specified in its charter)

Delaware
(State or other jurisdiction of
incorporation or organization)

1101 Market Street
Philadelphia, Pennsylvania
(Address of principal executive offices)

(I.R.S. Employer Identification Number)

19107
(Zip Code)

(215) 238-3000
(Registrant’s telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class
Common Stock, par value $0.01 per share

Name of Each Exchange on which Registered
New York Stock Exchange

Securities registered pursuant to Section 12(g) of the Act: None

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act.
Yes ☒ No ☐

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or 15(d) of the Act.
Yes ☐ No ☒

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (?232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files).
Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (?232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files).
Yes ☒ No ☐

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of registrant’s knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K. ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of “large accelerated filer,” “accelerated filer” and “smaller reporting company” in Rule 12b-2 of the Exchange Act.
Large accelerated filer ☐ Accelerated filer ☐ Non-accelerated filer ☐ Smaller reporting company ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

As of April 1, 2016, the aggregate market value of the common stock of the registrant held by non-affiliates of the registrant was approximately $7,985.3 million.

As of October 28, 2016, the number of shares of the registrant’s common stock outstanding is 244,754,648.

DOCS INCORPORATED BY REFERENCE
Portions of the definitive proxy statement to be filed with the Securities and Exchange Commission pursuant to Regulation 14A relating to the registrant’s 2017 Annual Meeting of Stockholders, to be held on February 1, 2017, will be incorporated by reference to this Form 10-K in response to portions of Part III. The definitive proxy statement will be filed with the SEC not later than 120 days after the registrant’s fiscal year ended September 30, 2016.
Management and Quality

Please find on the following pages:

- Résumé for the District Manager
- Résumé for the Proposed Director
- Management Team Biographies
- Governance Process
PROFESSIONAL CREDENTIALS

RICK ANANIA

EDUCATION
- University of Wisconsin, Green Bay, Green Bay, Wisconsin
  Bachelor, Business Administration
- University of Wisconsin, Madison, Madison, Wisconsin
  MBA Student, graduation date of May 2017

PROFESSIONAL EXPERIENCE

Aramark
District Manager, Central Region
2009–Present
2015–Present
- Oversee accounts from up to five states with a total managed volume up to $100 million and responsible for up to $30 million in Aramark revenue
- Directly manage up to 22 front line managers who oversee up to 800 FTEs, at up to 21 facilities throughout five states in facility and food accounts
- Conducted more than a dozen facilities based sales walks within the United States
- Strategically utilize the talent throughout the region to fill gaps in current and new accounts
- Developed annual joint district meetings for more than 50 front line managers from accounts throughout the region

Counsel for Jewish Elderly and Cook County Health and Hospital System
General Manager, Chicago, Illinois
2013–2015
- General manager of facilities management
- Directly oversaw more than $8 million in client budgets and $1.7M million in Aramark revenue
- Directly managed five directors with more than 60 FTEs
- Supported the district through two startup operations

United States Marine Corps, Global
2011–2013

Bellin Health
Director of Environmental Services
2010–2011
- Managed a Housekeeping team at a 188 bed hospital, with 54 FTEs
- Maintained and evaluated all housekeeping contracts, to include: laundry, waste, and contracted cleaning for 42 clinics
- Chaired the Bellin Green team and Clean Sweep Committee
- Membership in the Clinic Start-Up team, and The Joint Commission team

Fort Healthcare
Director of Environmental Services
2009-2010
- Managed an Environmental Services Department at an 89 bed hospital, with 26 FTEs
- Maintained, evaluated, negotiated, and initiated all environmental services contracts, to include waste streams and contracted cleaning for 16 clinics
- Membership on Green Team, Safety Committee, and Image Task Force

TRAINING
- S.T.A.R.T. Trainer for Environmental Services Directors
- Healthcare Chicago STAR Team Leader
PROFESSIONAL CREDENTIALS

JAMES POSTLEWAITE

EDUCATION

- Carthage College, Kenosha, Wisconsin 1983
  B.A. Degree, Major Emphasis on Health Education
- Waubonsee Community College, Sugar Grove, Illinois 1984
  Emergency Medical Training Course

PROFESSIONAL EXPERIENCE

Aramark, Philadelphia, PA 1988–Present
Katherine Shaw Bethea Hospital, Dixon, Illinois 1992–Present
  Director, Housekeeping and Linen Distribution
  - Operations management, personnel management, and financial control

St. Joseph Hospital & Health Center, Lorain, Ohio 1990–1992
  Housekeeping Operations Manager
  - Leading 43 employees on three shifts
  - Strengths in implementation of Inteflex Program, training and education, scheduling with a high standard for quality
  - Certified Hard FloorCare specialist
  - Certified CarpetCare specialist
  - Certified in SRI Perceiver
  - Personally nominated in 1990 for Award of Excellence, Supportive Manager

Kaiser Permanente Medical Center, Parma, Ohio 1989–1990
  Operations Manager
  - Responsible for three satellite facilities
  - Quality control, financial control, and employee daily and evening operations
  - Representative for the Environmental Services on Infection Control Committee
  - Kaiser Permanente Parma Medical Center was nominated for the Marion E. Wade "Award of Excellence" with ServiceMaster for 1989

Akron Childrens Hospital, Akron, Ohio 1988
  Assistant Coordinating Manager
  - Night Operations and coordinating a staff of 16 employees

  Foreman
  - Responsible of plating supervisor, production control, and quality control

School District 131, Aurora, Illinois and District 308, Oswego, Illinois 1983
  Substitute Teaching
Management Team Biographies

Jim Hinds
Regional Vice President

Jim is responsible for leading a team of 12 district managers and operations vice presidents across Illinois, Wisconsin, Minnesota, and Michigan driving daily operations through the execution of the Absolute Success Elements (ASE's) of facilities management. Jim's team is responsible for operations across the Aramark facilities portfolio to include K-12, higher education, healthcare, business and industry, and sports and entertainment. The region provides all levels of facilities management to more than 70 client families and over 225 sites. Jim has more than 25 years of management experience and has been with Aramark as a Region Vice President for over 10 years. Jim has a bachelor's degree in business administration from the University of Delaware.

Rosemary Malone
Regional Human Resource Director

Rosemary joins the Aramark team with more than 18 years of experience in human resources, organizational development, and training and development. With overall responsibility for human resources, Rosemary will be a key business partner to the regional team in the formulation and deployment of all human resources initiatives. Before coming to Aramark, Rosemary held the position of Senior Resources Manager of Human Resources at Sprint-Nextel Communications.

Rosemary earned a B.S. in education from Miami University in Oxford, Ohio, and an M.Ed. in educational administration from the University of Cincinnati. She also has a Senior Professional in Human Resources (SPHR) certification in human resources.

Rick Anania
District Manager

Rick is responsible for leading a team of 11 Facilities Directors at 9 locations throughout Illinois, in Healthcare, Business and Industry, Higher Education, and K-12. Throughout his 7 years with Aramark, he has had a variety of roles, from: a custodial director at a small hospital, to a manager of support services for a multi-site client, to a district manager over a 5 state region in healthcare, with food and facilities responsibilities. Rick has been a Marine Corps Reservist for the past 18 years and is currently a Chief Warrant Officer, providing Heavy Equipment Operations and Maintenance Support. Rick earned a B.S. in Business Administration from the University of Wisconsin Green Bay, and a M.B.A. from the University of Wisconsin Madison.

Tom Bourke
Director of Business Development

Tom is responsible for sales and marketing within the Central Region. He will play a key role in the transition from your current method of operation to the Aramark way, while ensuring that client service expectations are met during the transition and throughout the relationship.
## Governance Process

<table>
<thead>
<tr>
<th>Aramark Corporate and Regional Support Personnel</th>
<th>Minimum Visit Frequency</th>
<th>Focus of Visit</th>
<th>Typical Follow-up Protocol</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Hinds&lt;br&gt;Regional Vice President</td>
<td>Biannual</td>
<td>Meet with clients and the senior management team and visit operations to maintain an executive-level flow of information and open communication as it relates to our services and Aramark support of the district mission.</td>
<td>Follow up, as appropriate, with clients, as well as Aramark leadership and operations team.</td>
</tr>
<tr>
<td>Rick Anania&lt;br&gt;District Manager</td>
<td>Biweekly</td>
<td>Meet with client for Monthly Business Reviews. Perform program implementation audits and building inspections. Provide coaching, training, and development of management team. Access and provide external resources. Measure performance outcomes.</td>
<td>Provide written documentation of support visit regarding performance results, update any current needs and subsequent action plans.</td>
</tr>
<tr>
<td>James Postlewaite&lt;br&gt;On-site Manager</td>
<td>Weekly</td>
<td>Meet with client for Monthly Business Reviews and weekly as required. Perform program implementation audits and building inspections. Provide coaching, training, and development of management team. Access and provide external resources. Measure performance outcomes.</td>
<td>Provide follow-up and written documentation to the client regarding the results of the support visit, program implementation, inspection results, and measurement of performance outcomes and action plans.</td>
</tr>
<tr>
<td>John Walek&lt;br&gt;Regional Finance Manager</td>
<td>Quarterly</td>
<td>Provide ongoing financial support. Meet with on-site management team and district manager and conduct a financial analysis and overall audit. Identify efficiencies and best financial practices to reduce cost and bring value to the client.</td>
<td>Develop an action plan with the operations team and determine appropriate follow-up.</td>
</tr>
<tr>
<td>Christ Klee&lt;br&gt;Operations Excellence Manager—Functional Operations Support</td>
<td>Quarterly</td>
<td>Provide ongoing technical support. Provide technical custodial support, conduct program and quality audits, and provide technical training on systems, technology, and processes. Access and provide technical support for specific issues and new technology.</td>
<td>Provide written documentation of support visit regarding inspection and audit information and resulting action plans to be accomplished before the next quarterly visit.</td>
</tr>
<tr>
<td>Rosemary Maimone&lt;br&gt;Regional Human Resources Director</td>
<td>Biannual</td>
<td>Provide ongoing human resources support. Conduct a human resources audit biannually regarding selection, hiring practices, training and development programs, regulatory compliance, policies, and procedures.</td>
<td>Communicate audit results to on-site manager and district manager and develop an appropriate action plan with periodic follow-through.</td>
</tr>
<tr>
<td>Tom Bourke&lt;br&gt;Director of Business Development</td>
<td>Biannual</td>
<td>Meet with client to evaluate level of satisfaction with the overall program.</td>
<td>Provide written documentation of all requested follow-through.</td>
</tr>
</tbody>
</table>
Staffing Plans and Policies

Management Organization Plan

Operations and Support

Aramark’s operating and service strategy is built around the following principles:

- **Operate Locally**—The Rockford Public School District No. 205 District’s facilities services organization will continue to be managed by a full-time maintenance general manager. This on-site manager will have the authority, technical expertise, and management skills to perform the scope of service expected by the Rockford Public School District No. 205 District. This manager will have the ability to access resources from each of our company functional support teams and Engineering Solutions experts.

- **Support Regionally**—Aramark’s national and regional support structure supports the on-site team, including the following roles and responsibilities:
  
  — **Regional Vice President—Jim Hinds** has contract commitment authority for all activities of our central region. Jim provides overall planning, direction, training, and control to our customers within the central region. His actions support client satisfaction and growth for our facilities services in the region. Jim will play an important role in the District/Aramark partnership and visit your facility regularly to provide support. Our goal is to respond to your needs quickly and effectively.

  — **District Manager—Rick Anania** will provide direct leadership for our on-site manager and services team. Rick plays an important role in the District/Aramark partnership and visits your facility regularly to provide support. Our goal is to respond to your needs quickly and effectively. The on-site manager has the responsibility of ensuring that the appropriate Aramark resources are applied to provide you with the highest quality, most cost-effective service possible.

  — **Regional Finance Director—John Walek** manages accounting and finance practices and procedures. He oversees finance programs of the region and supports the district manager and vice president.
— **Operational Excellence (OpX) Team—Chris Klee and Gary Strothman** support labor conversion start-up and implementation of the maintenance/custodial services program as well as the ongoing support of the operation.

— **Regional Human Resources Director—Rosemary Maimone** supports and provides oversight for training programs, labor planning, and recruitment services and methods. Rosemary is also involved in compensation and benefit surveys, design and administration, and management development. Other responsibilities include management succession planning, human resources audits, employee opinion surveys, EEO compliance, and affirmative action plans. Finally, Rosemary is responsible for ensuring that effective recognition programs are in place to build morale and develop employee pride.

— **Director of Business Development—Tom Bourke** is responsible for sales and marketing within the Central Region. He will play a key role in the transition from your current method of operation to the Aramark way, while ensuring that client service expectations are met during the transition and throughout the relationship.

— **Engineering and Asset Solutions Manager—Jim Ridge** This person provides support and oversight to the engineering and asset solutions team, for off-site technical support and energy support programs.
Service Philosophy

Aramark believes serving educational institutions requires a unique approach, as compared to serving commercial or for-profit enterprises. Schools inspire life-long dedication and loyalty from students, faculty, and staff. Each district is unique, requiring a customized, personal approach to the management of people and facilities—an approach that can only be developed by understanding and appreciating the culture and needs of the district community. Our approach is based on five principles:

- **Cultural Alignment**—Understanding, then acting on, what is important to the Rockford Public School District No. 205 District is critical in maintaining your trust and achieving your desired outcomes. It is our commitment to work to continually align with your culture, mission, and goals as we become part of your organization.

- **Proactive Partnership**—We support your aspirations with engaged and goal-oriented guidance and industry-leading facilities management services, practices, and innovations. Our extensive experience, proven protocols, and industry knowledge allow us to achieve your outcomes by identifying and addressing opportunities.

- **Measurable Outcomes**—Our ability to deliver and measure performance remains in the forefront of our service approach. With proven procedures, industry innovations, and current technologies, we will provide the Rockford Public School District No. 205 District with technical and human resources in order to make sound decisions, deliver results, measure outcomes and success, and continually improve performance.

- **Empowered and Engaged People**—The long-term success of the Rockford Public School District No. 205 District facilities organization is ultimately dependent on the development of our most valuable resource: our people. We equip loyal, motivated, and dedicated people with the right training, skill sets, resources, and hospitality-oriented service mindset to continue to be a part of the fabric of your organization.

- **Commitment to Excellence**—Our proficiency in facilities management and our passion for your vision make excellence our standard. Our commitment to serving our customers, delivering outcomes, and providing outstanding value is the hallmark of our company.
Furthermore, Aramark believes that the Rockford Public School District No. 205 District’s facilities—second only to your faculty, students, and staff—constitutes your most important asset. A welcoming, vibrant environment is not simply a goal. Rather, it is a bridge to the accomplishments that mean the most to your District. To achieve these accomplishments, there must be a comprehensive custodial management strategy that ensures your basic needs are addressed in a manner that supports educational, residential, and other District service programs, as well as the broader institutional vision.

In keeping with this approach and philosophy, we have outlined basic service objectives that we must and will satisfy in order to be effective in the management and provision of facilities services at Rockford Public School District No. 205.

These objectives provide a foundation upon which we can develop, implement, and execute a consistent program that aligns with the vision, goals, and objectives of the Rockford Public School District No. 205 District.

- We’ll support and advance the Rockford Public School District No. 205 District’s vision, mission, and unique needs and expectations.
- We implement a customized, comprehensive strategy for custodial services that recognizes and addresses individual communities within the overall District. This strategy is expressed in terms that can be understood and endorsed by administrators, faculty, students, and the broader external community.
- We treat all of the Rockford Public School District No. 205 District family with dignity and respect.
- We ensure the delivery of a high quality facilities maintenance program with consistent service excellence and program flexibility.
- We continually improve our services through innovation and performance measurement.
- We’ll become an integral part of the Rockford Public School District No. 205 District and the surrounding community, working with you to achieve your vision and goals.
- We bring a wealth of technical expertise, both on and off site, to support the unique needs of the Rockford Public School District No. 205 District.

## Proposed Facilities Services Organization

We propose an organizational approach customized specifically for the unique environment at the Rockford Public School District No. 205 District that will provide a centralized management organizational structure with decentralized operations. Our approach integrates a philosophy and practice of continuous improvement that maintains a consistent alignment with each community’s needs and expectations. This is reflected in the chart on the following page.
This organization approach enables us to achieve the following outcomes:

- **Budget Management**—Maximize efficiency, productivity, and purchasing power, creating opportunities to leverage resources across the District, resulting in reduced cost of operations while maintaining and enhancing quality.

- **Consistent Quality Standards**—Provide and sustain consistent quality across the entire District through the implementation of uniform standards, systems, processes, and technology.

- **Enhanced Customer Service**—Improve communication, responsiveness, accuracy, quality, and measurement of results for each school.

- **Performance Measurement**—Develop and regularly report performance metrics important to the Rockford Public School District No. 205 District to advance the continual improvement of operations.

- **Safety**—Provide a dedicated focus on environment, health and safety, and compliance; manager maintains a close working relationship with District safety personnel.

- **Aramark Corporate Resources**—Non-resident resources for strategic technical and operational support.
Aramark Proposed Custodial Services Staffing Plan

We have carefully studied all of the information we were provided in the RFP and subsequent addendums, toured many of the buildings to gain a basic understanding of the characteristics of the space types, how the buildings are laid out, the expected tasks and frequencies and the expected level of customer service and response. This combined with our deep experience with providing custodial services to education institutions across the United States, uniquely positions us to design and implement an effective and efficient custodial services program. We are confident that we have the programs, systems, and resources that will enhance your current operations to gain significant efficiencies while maintaining and even increasing quality and service. We first began our process by conducting a space analysis based upon the information provided in the RFP, specifically Schedule 1 and Schedule 2, in order to validate the overall staffing model and the amount of custodial staff needed to deliver the expected scope of work. Based on our analysis we recognize an opportunity to elevate the current operations with our high efficiency custodial systems. The space is very conducive to the application of many of our proprietary High Efficiency cleaning systems.

Aramark Proposed Staffing Plan

Aramark is committed to providing all existing custodial staff career opportunities at their current compensation and comparable benefit packages. Our proposed model includes the prescribed 176 day and 75 day operating model and includes the prescribed full-time and part-time mix of custodial positions set forth in Schedule 1 and Schedule 2.

Custodial Management, Administrative and Support Staffing Plan

- 1 FTE director of custodial services responsible for the overall day to day custodial services operation. This includes all Aramark custodial staff as well as our custodial business partners.
- 4 FTEs custodial zone managers reporting to the director of custodial services responsible for the custodial operations within their respective zones. (2 day operations custodial managers and 2 night operations custodial managers)
- 1 FTE custodial training manager reporting to the director of custodial services responsible for executing the overall custodial training and development program.
- 1 FTE administrative assistant reporting to the director of custodial services responsible for supporting the overall custodial services organization and operation.
- 1 FTE equipment repair technician.

Subtotal: 8 FTEs—Custodial Management, Administrative, and Support Staff
Custodial Production Staff

- 50 FTEs day porters at 251 days
- 7 FTEs mid-shift custodians at 251 days
- 12 FTEs maintenance custodians at 251 days
- 4 FTEs event custodians at 251 days
- 15 FTEs night porters at 251 days
- 95 FTEs evening custodians at 251 days
- 8 FTEs night custodians at 251 days
- 17 part-time custodians at 176 days
- 2 part-time custodians at 251 days

Custodial production staff subtotal: 200.5 FTEs at 176 days and 192.5 FTEs at 75 days

Total: 208.5 FTEs at 176 days and 200.5 FTEs at 75 days

- 10 relief/substitute custodians per page 32 of the RFP
- 2,500 annual hours for snow removal and building checks

Productivity Rate Assumptions

- Day porter: 40% productive
- Maintenance custodian: 40% productive
- Event custodian: 70% productive
- Night porter: 90% productive
- Custodians: 100% productive

Based upon the productivity rate assumptions, the average net cleanable square foot rate per productive FTE is 30,810. This represents an optimized staffing model based upon the implementation of high efficiency systems and programs. We have validated that this staffing model aligns with the scope of work expectations set forth in the RFP.
ARAMEK CORPORATE AND CENTRAL REGION SUPPORT ORGANIZATION

CORPORATE SUPPORT STAFF

- Purchasing and distribution
- Facilities planning and design
- Legal
- Human resources
- Data processing
- Research and development
  - Safety and sanitation
  - Security
- Environmental issues
- Accounting
  - Payroll
  - Auditors
  - Accounts payable
- Training and development
- Marketing and merchandising
- Management information systems
Aramark possesses the broadest custodial support organization in the industry. The resources that will support the on-site custodial team at Rockford Public School District No. 205 are dedicated solely to education. The staff members who comprise the off-site support organization, who are leaders and innovators in their respective disciplines, thoroughly understand the education sector, its culture, challenges, and emerging priorities. Your on-site team will be supported by a regional and national technical support team that provides the essential, focused skills necessary to complement the on-site staff. We also will develop a customized training program for Rockford Public School District No. 205, as well as reporting tools to measure performance and ensure accountability. This comprehensive corporate and regional support is the key to our success in achieving long-term continuous improvement at Rockford Public School District No. 205.
## ARAMARK OPERATIONAL EXCELLENCE TEAM

### Core Center of Excellence Team Functions

**Solutions and Growth Team**

- **Client Solutions Support**
  - Sales and retention support
  - Program: site survey, costing, program design
  - Retention: fresh eyes survey

- **Program Development Team**
  - Innovation and Development
    - Program and operating standards
    - Systems and tools development

- **Expertise and Training**
  - Training content development
  - Training delivery

**Business Performance and EAS Team**

- **Performance and Productivity**
  - Metrics, analysis, and insights
  - Business Intelligence tool
  - Labor productivity

- **Partnerships and Purchasing**
  - Strategic partnership strategy
  - Purchasing strategy and standards
  - Pricing standards

- **Engineering and Asset Solutions (EAS)**
  - Integration of engineering and asset solutions
  - Facilities brand differentiation

**East and West Field OpX Team**

- **Field OpX Support**
  - Program and ASE implementation
  - Operational support and gap closure

- **Start-Up Support**
  - Program and system deployment and training
  - Inventory and cleaning schedule development

---

### Core Functions

- **Core Center of Excellence Team Functions**

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Training and Development

We understand that properly trained employees are integral to the success of any innovative program. That is why Aramark places such a strong emphasis on training.

Through our training programs, Aramark institutionalizes sustainable, innovative processes—all of which help to ensure excellence for Rockford Public School District No. 205 District.

A major goal and motivation for Aramark at Rockford Public School District No. 205 District is to provide leadership that will develop the facility management staff personally and professionally. Our experience shows that well-trained and motivated employees need less supervision and take a greater degree of ownership in the facilities they serve. Employees who are well-trained, motivated, and actively participate in decisions affecting their work perform more effectively. The care and concern shown to the staff will be directly reflected in the quality of service the campus will receive.

Management and Hourly Staff Training

The following describes our approach to employee development and the training programs that are available for both management and the hourly workforce. Aramark organizes our people development approach around the following objectives:

- Achieving the highest standard of job performance through basic job skills training, reinforcement, and motivational programs
- Providing highly trained, professional supervisory personnel with operational and managerial skills
- Building a team that effectively serves its customers through the development of positive employee attitudes and skills
- Developing a dedicated work force that has the skills to be technically proficient in their work assignments while executing in a spirit of hospitality and service to enhance the customer experience
- Minimizing vacancies and turnover

Aramark believes the growth of an individual begins with the development of personal goals.

All our programs are designed to build responsibility and to help employees use their individual talents to their best advantage. Our training programs also include a full complement of safety training programs, which help protect employees and reduce injury and litigation.
Training Formula

The training program Aramark uses for our custodial workers focuses on the following six learning principles:

- **Task training is accomplished best with a one-on-one relationship**—One-on-one, on-the-job training is the cornerstone of our quality performance effort. The Aramark one-on-one method is called the Job Skills Training (JST) process. With this process, both the learner and the instructor gain the benefit of immediate feedback. Both mastery learning and self-confidence are possible as a result of learning with minimal errors. By emphasizing the importance of training, we stress the value of people development and quality results. This investment of valuable leadership time in one-on-one initial training also emphasizes the importance of each job to the employee.

- **People learn best by teaching**—Learners must also be teachers. Wherever possible, training is designed to be both action and immediate-action oriented. Employees immediately teach newly acquired work behaviors back to their instructors. This modeling process reinforces the new work skills.

- **Permanent changes in performance indicate that learning has occurred**—Continuous audits are necessary to measure results and strengthen newly acquired work skills. An important step in our training process is to teach employees to take responsibility for inspecting their own work. They also gain the expectation that the manager, along with various representatives from the Rockford Public School District No. 205 District inspects their work on a regular basis. The inspection process is presented as a means for employees to be recognized for work well done and to identify further training opportunities. Success on inspections motivates both the learner and the instructor. Improved job performance results in customer satisfaction and is the ultimate measure of learning effectiveness.

- **Learning is a step-by-step, confidence-building experience based on respect for the trainee’s potential to both learn and perform**—Experience has taught us that adults learn in small steps. Half-hour segments are best for the majority of our training programs. Our Job Skills Training process helps people learn how to learn by building their confidence in their own abilities. Our emphasis on being responsible for one’s own results also demonstrates to our adult learners that we respect their ability to learn and to perform. Such an environment, along with the learning experiences of following engineered schedules and being taught to perform to standards of excellence, enables the individual to learn valuable work habits.

- **Teaching people to do something and to be someone results in true productivity**—We provide highly professional and well-organized tools and training to assist in this image-changing process. Being recognized due to successful inspections is also a valuable component. Monthly team meetings address this image challenge by stressing the importance of the employee’s duty. A major emphasis of our program is recognizing and rewarding employees when they perform. Our many employee programs demonstrate that we, along with Rockford Public School District No. 205 District, value the employees as more than just units of production. By teaching employees to make excellence a habit, we teach them skills that enhance their life.

- **Learning requires reinforcement**—New behaviors must be recognized and rewarded on the job. The Job Skills Review Series follows initial on-the-job training. This audiovisual program uses the same products, equipment, and processes for which an employee received initial training. The Job Skills Review Series stresses the laboratory tested, scientifically proven basis for why we do what we do. This program strengthens employees' new work skills by enhancing the credibility of both the manager and the new set of procedures, products, and equipment. The end result is the reinforcement of employees' newly learned work skills.
Custodial Training Model

- Hospitality Certification
- Green Cleaning Certification
- Marble and Terrazzo Certification
- Gym Floor Care Certification
- Touchless Cleaning Certification
- CarpetCare Certification
- Safety Certification
- Quality Control
- SpaceCare QL Certification
- Resilient FloorCare Certification

CUSTODIAL EMPLOYEE CAREER DEVELOPMENT
Job Skills Training
The following represents our approach to one-on-one training for all job skills. It has proven to be an effective method of behavioral learning and allows for coaching and two-way communication.

TELL THEM
• This is the first time through the process—the trainee hears it.
• Explain the process.
• Describe each step in order.
• Focus on the key points.

SHOW THEM
• This is the second time through the process—the trainee sees it.
• Demonstrate with action.
• Emphasize main points.
• Repeat key points to increase retention.
• Stress benefits.
• Answer questions.

SHOW BACK
• This is the third time through the process—the trainee does it.
• Provide immediate feedback (corrective and encouragement).
• Learner takes ownership.
• Ask learner to demonstrate back.
• Provide immediate feedback (corrective and encouragement).
• Learner takes ownership.

TEACH BACK
• This is the fourth time through the process—the trainee teaches it.
• Ask the learner to teach the process to you.
• Show understanding.
• We learn best by teaching others.

TEACH TO INSPECT
• This is the fifth time through the process—the trainee reviews it.
• Show the learner how to inspect the work.
• Let the learner know that you will be inspecting the work on a regular basis.
• Set standards.
• Tell the learner what you look for and demonstrate how you will perform an inspection.
Several topics are available to enhance the skills of employees, including:

- Equipment and chemical use training
- One-on-one process training
- Safety training
- Certification training in carpet care, hard floor care, wall and upholstery care, and other innovative Quantum Leap (QL) systems
- Proper waste handling, management, and technical training courses

The following courses are available to the custodial staff:

- **Wood Floor Care**—This program provides custodial managers and operational staff with knowledge of proper care and maintenance procedures for wood floor surfaces. Topics include floor construction, floor materials, terminology, daily and weekly maintenance procedures, and project work processes.

- **Hard Surface Floors**—This is an in-depth program in the types of hard surface flooring, principles of soiling, maintenance programs, chemicals, equipment, troubleshooting, and cleaning processes.

- **Walls and Upholstery**—This is an in-depth program in the proper care and maintenance of upholstered walls and furniture. Topics include fabric construction, soil principles, chemicals, equipment, stain removal, troubleshooting, and cleaning processes.

- **Carpet Care**—This is an in-depth program in the construction and manufacturing of carpet, principles of soiling, maintenance program, chemicals, equipment, stain removal, troubleshooting, and cleaning processes.

- **Tile and Grout System**—This system for the use and maintenance of tile and grout incorporates a range of topics, including system fundamentals, restoration, sealing, and daily cleaning procedures.

- **FloorCare QL**—This unique system of high-speed equipment and specific chemicals is designed to reduce labor and increase productivity for maintenance on resilient flooring. Topics include cleaning processes, equipment, operation and care, cleaning materials, daily and weekly maintenance procedures, burnishing, project work processes, survey procedures, and safety benefits.

- **CarpetCare QL**—This unique system of high-speed equipment and specialized chemicals is designed to reduce labor and increase productivity for maintenance on carpeted surfaces. Topics include cleaning processes, equipment, operation and care, cleaning materials, daily and weekly maintenance procedures, burnishing, project work processes, survey procedures, and safety benefits.

- **SpaceCare QL**—This innovative system for daily cleaning of rooms is designed to improve productivity by shifting the focus of routine cleaning; reducing the number of products, tools, and supplies; and simplifying cleaning processes and training. SpaceCare QL incorporates SaniMaster 4, All-Purpose Cleaner, and Light Duty 4 products. The microfiber mop, microfiber pads, and dispensers are also part of this innovative system.

- **QuadCare QL**—This system replaces traditional zone cleaning with cleaning specialists who work together to clean large areas or entire buildings. Specialty technicians include prep technicians, floor technicians, lab technicians, and multi-technicians. Topics cover unique equipment, chemicals, and supplies; taking a building inventory; creating a master technician work schedule; and job-specific training.
• **Marble and Terrazzo Care QL**—This is an innovative system for the maintenance of marble and terrazzo floor surfaces. Topics include review of non-resilient floor types, inspection, pretest and action processes, and the required ongoing care using the proper products and floor pads.

• **Certified Pool Operator**—This certified course is offered by the National Swimming Pool Foundation, and covers pool calculations, circulation, water sanitation, pool management, pool and spa maintenance, energy management, renovation and modernization, and disease and accident prevention.

• **FloorStar OUTLast**—This is a unique water-based urethane coating specifically designed for use on resilient and non-resilient hard floor surfaces such as VCT, linoleum, asphalt, concrete, and terrazzo. FloorStar OUTLast provides superior performance, outstanding appearance and gloss retention, reduced application odors, significant labor savings on floor care, and increased slip resistance.

• **Touchless Cleaning**—The Touchless Cleaning process is an innovative cleaning process based on Kaivac equipment and technology. The employee learns to operate the equipment in a number of practical applications that include touchless restroom cleaning, carpet extraction, kitchen cleaning, tile and grout cleaning, and project cleaning.

• **Custodial Technical Certification**—This comprehensive technical training program is conducted by an Aramark custodial specialist from our Operational Excellence Team. The program consists of our SpaceCare QL, QuadCare QL (team cleaning), Resilient FloorCare, CarpetCare QL, Touchless Cleaning, and Marble/Terrazzo, and concludes with a final certification test.
Training Schedule

**ONBOARDING**
- Project Clean (Floors)
- Tile and Grout Care
- Touchless Care (Project)
- FloorCare
- Project Clean (Restroom)
- CarpetCare
- Equipment Use and Operation
- Floor Machine
- Microfiber
- Kaivac
- SpaceCare
- TouchlessCare (Daily Restroom)
- Safety

**MONTHLY**
- 1-on-1 Follow Up Training
- OSHA
- BBP
- Haz Mat/Haz Com
- Electrical Safety
- Ladder Safety
- Personal Protective Equipment
- Asbestos Management
- Project Planning and Training
- Custodial Manager Building Visits

**WEEKLY**
- Weekly Safety Brief
- Safe S.T.E.P.
- Employee Accountability for Safety
- Fire Safety
- Cut Prevention
- Inspecting for Hazards
- Safe Work Pace
- Number Points of Contact
- Safe Winter Walking
- Struck by Hazards
- Supervisor Inspection and Training Goal Plan
- 1-on-1 Follow-Up Training

**ANNUAL**
- Summer Project Processes
- Floor Refinishing
- Restroom Project Cleaning
- Summer Classroom Cleaning
- Carpet Cleaning
- Annual Technical Retraining
- SpaceCare
- FloorCare
- TouchlessCare
- Tile and Grout Care
- CarpetCare

**SITE-BASED AND TRAINING CENTERS**
Technical Training Curriculum

Our custodial managers and front-line employees participate in a developmental curriculum related to their specialty. They move from introductory material to more advanced levels, and in several areas, they can become certified in a specialty.

Here is a sample curriculum for custodial employees:

<table>
<thead>
<tr>
<th>CUSTODIAL COURSES SAMPLE</th>
<th>100</th>
<th>101</th>
<th>102</th>
<th>103</th>
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<tbody>
<tr>
<td>100</td>
<td>101</td>
<td>102</td>
<td>103</td>
<td></td>
</tr>
<tr>
<td>Resilient Floor Care</td>
<td>Carpet Care</td>
<td>SpaceCare QL</td>
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<tr>
<td>200</td>
<td>201</td>
<td>202</td>
<td>203</td>
<td></td>
</tr>
<tr>
<td>FloorCare QL</td>
<td>CarpetCare QL</td>
<td>QuadCare QL</td>
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<td>Tile and Grout QL</td>
<td>Marble and Terrazzo QL</td>
<td>Touchless Cleaning</td>
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<td>Wood Gym Floor Care</td>
<td>Certified Pool Operators</td>
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<td>Specialty</td>
<td>100 / 200 / 300 Combo</td>
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<td>TechWEEK</td>
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Back-to-School Workshop

At the beginning of every school year, Aramark’s education division conducts a School Opening Workshop for all employees. We share our objectives for the school year and provide training on topics such as human resources policies, safe work behaviors, marketing promotions, and customer service.
The Aramark Safety Program

Schools today are challenged with an environment of increasingly complex safety, regulatory compliance, and accident prevention. Managing this exposure is critical to your success. Aramark combines 50 years of facility services experience with proven, powerful risk exposure expertise, systems, and analytics tools.

Our safety solutions are shaped by expert guidance from our executive safety and risk control steering teams, which develop annual strategic loss improvement plans based on prioritized risks and established goals. These proven safety solutions will be customized for your District, with specific focus on occupational safety and health and environmental risk. Continuous benchmarking and monitoring will drive sustainable safety and risk control for Rockford Public School District No. 205.
Occupational Safety and Health

Aramark's unique safety-enabling tools and systems aim to mitigate the major loss drivers within Aramark businesses and ensure compliance with OSHA and other regulatory requirements. Our occupational safety and health tools and systems include:

- Safe S.T.E.P. (Slip, Trip, Elimination Process) is designed to prevent slip, trips, and falls that lead to frequent and severe injuries to our people.

- The ergoTEC (Targeted Exposure Control) process is designed to reduce exposure to the ergonomic risks that lead to musculo-skeletal injuries.

- Our proprietary 5S process (Sort, Set in Order, Shine, Standardize, Sustain) is designed to address workplace clutter and improve physical organization. In addition to reducing trip hazards, the process has led to improved operating efficiency. This process also provides a link between Safe S.T.E.P. and ergoTEC, since many of the risk exposures controlled through this process can lead to slips, trips, and falls and musculo-skeletal injuries.

- Aramark’s compliance-enabling tools address common OSHA regulations. These tools include procedures, simplified checklists, training processes, quick start guides, and self-assessment processes. Examples of these processes are hazard communication, Personal Protective Equipment (PPE), bloodborne pathogens, and energy isolation.

- Aramark uses the 5 Whys process of incident investigation as a simple root cause analysis tool. The process involves defining a problem and asking "why" five (or more) times until the root cause is found. Once the root cause is identified, corrective actions are implemented to prevent future occurrences of the problem. Locations are required to report all accidents within a 48-hour time frame of occurrences, and the manager of the injury location is required to complete a 5 Whys analysis. The root-cause information and lessons learned are shared with the other team members and locations during monthly safety calls.
**SAFE Observations**

**BEHAVIORS**
- Store heavy items at waist level
- No lifting above the shoulders
- Power Up
  - Lift with your legs
- Feet First
  - Turn with your feet, not with your back

**CONDITIONS**
- Area clear of trip hazards
  - (cords, mats)
- Area clear of slip hazards
  - (water, ice)

**PPE**
- Hand protection
- Hand / arm protection
- Eye protection
- Slip-resistant footwear

Suggestions / feedback:
safe@aramark.com
Safety Manual And Safety Toolkit

The safety program is composed of the safety manual and the safety toolkit.

- Our formal, documented safety manual integrates written policies and procedures, records, and work instructions. It consists of a step-by-step approach to compliance and contains written programs that can be tailored to the services we are providing at Rockford Public School District No. 205.

- The safety toolkit contains adult-learning style training modules with built-in learning activities. It includes training on the following topics:
  - Safety orientation
  - Hazard communication
  - Bloodborne pathogens
  - Lockout/Tagout
  - Asbestos awareness
  - Personal protective equipment
  - Respiratory protection
  - Confined space entry
  - Fall protection

Aramark’s Risk Management System

Aramark has long been committed to protecting our employees, clients, customers, and the environment from harm. This commitment is demonstrated by Aramark’s long-term strategy to drive continuous and sustainable safety and risk control performance across the entire enterprise. Stated simply, our vision is to provide and sustain a workplace where “No one gets hurt.”

Our strategy, shown below, is closely aligned with the Aramark business purpose and guiding principles. By putting “our people first” and using safety as a path to meaningful employee engagement at all levels, we will build a workplace where people can reach their full potential to deliver world-class experiences, environments, and outcomes.
As part of our strategy and approach to safety and risk control, Aramark has developed an Aramark Risk Management System (ARMS) which identifies, evaluates, manages, and controls risk to ensure continuous improvement throughout the organization.

Aramark Risk Management System

Leadership Commitment (LC)
Executive Steering Teams
Resources

Relationships
Roles, Responsibility

Authority
Accountability

LOSS IMPROVEMENT SYSTEM
LOSS IMPROVEMENT PLANNING PROCESS
Inputs:
- Client Needs
- Regulations, Standards, etc.
- Hazards/Aspects Analysis
- Inspection Trends Analysis
- Investigation Trend Analysis

Outputs:
- Goals and Objectives
- Metrics
- Loss Improvement Plan
- Training Plan

EXECUTION
- Implement Training Plan
- Risk Reduction and Control - Execution

MONITORING
- Performance Metrics/Dashboard
- Tracking of Execution Metrics
- Loss improvement Plan Metrics

AUDITS AND ASSESSMENTS
- Management System Audits
- Local Self-Assessments
- Inspections, Surveys, Observations
- Enabling System Audits
- Sustaining System Audits

MANAGEMENT REVIEW
- Management Executive Safety Committee Reviews
- Quarterly Aramark Senior Leadership Reviews
- Changes to Improve Process

Global Risk Management
Anticipate - Evaluate - Mitigate

Aramark is committed to continuous reduction of risk exposure during our operations now and into the future. We will partner with Rockford Public School District No. 205 to build an environment of continuous and sustained sanitation and safety performance improvement.
Environmental

We have developed a comprehensive environmental strategy to increase environmental awareness and provide training, compliance tools, and guidance to our front-line managers and their teams. The strategy is aligned and integrated within the Aramark risk management system. Environmental compliance requirements are integrated into our Operational Excellence platform and support Aramark's overarching management system approach.

We will work with Rockford Public School District No. 205 to identify specific requirements that can be integrated into your programs, provide opportunities for continuous improvement, and address any other environmental aspects unique to your operations.
Our Decision Metrics And Monitoring System (DMM)

Aramark has developed a powerful analytic system to assist our school districts with managing and monitoring the complex safety, health, environmental, and food safety processes. Our front-line district managers can easily generate dashboards and scorecards to monitor execution and overall results of the various risk control processes on a daily basis. These managers can work with Rockford Public School District No. 205 to report details of performance on a consistent basis—monthly, quarterly, or annually. This information and metrics will provide Rockford Public School District No. 205 with background for solid decision making and optimal functioning of your risk control system.

Safety Leadership

While our executive safety and risk control steering teams provide rigorous safety and risk control guidance, we also support each individual district with targeted safety leadership. As part of our safety leaders program, Rockford Public School District No. 205’s front-line manager will serve as the safety leader reporting to our regional safety leader and their respective district manager.

- The safety leader, with support from the general manager, will be responsible for forming and facilitating a Safety Committee, composed of both management and hourly employees, to assist with your District’s overall safety effort.
  - The group meets on a monthly basis and focuses on safety performance and a range of safety topics, such as OSHA regulations, Material Safety Data Sheets (MSDS), and evacuation plans.
  - All meetings are documented and forwarded to the safety director for review.

ENCOURAGING AND RECOGNIZING LEADERSHIP IN SAFETY

As part of a corporate-wide, safety-excellence plan program, Aramark’s North America food, hospitality, and facility services division created two safety awards.

- The two awards are the President’s Safety Leadership Award and Safety Innovation Award.
- These awards are intended to recognize leaders within each business for their efforts that go beyond what is expected to create a workplace where No One Gets Hurt.

Incentive Programs

Each district establishes a safety incentive program that reinforces safe behaviors, rewards performance, and demonstrates that safety can be fun. Safety goals and objectives focused on safety performance and prevention also are established for all managers as part of the performance appraisal process.
AS PART OF OUR APPROACH TO ACHIEVE A SAFE, WELL-RUN DISTRICT ENVIRONMENT:

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

TRAINING TOOLS FOR THE ARAMARK SAFETY PROGRAM INCLUDE:

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

ARAMARK places great emphasis on safety; we bring a proven, comprehensive approach to safety training and cost containment, providing measurable results.

BENEFITS OF THE ARAMARK SAFETY PROGRAM INCLUDE:

Through our No One Gets Hurt approach, we will work with you to protect the asset that together we value most—the Rockford Public School District No. 205 community.

Our safety performance will provide significant benefits to Rockford Public School District No. 205, including:

- Safer environments for everyone present at our clients’ facilities.
- Financial benefits to clients based upon operational efficiencies and safer environments.
- An engaged workforce able to reach their full potential in producing world-class experiences, environments, and outcomes.
- The protection of your staff, students, and assets, so that your District is better able to focus on core missions.

In the past several years, our sanitation and safety solutions have achieved a 25% reduction in work-related injuries.
Aramark TechWEEK

Aramark's training features TechWEEK, an internal week-long technical training certification program designed to train and develop Aramark leadership, managers, and staff on the innovative systems, processes, and procedures used to operate efficiently and effectively. Held several times a year, TechWEEK provides a comprehensive week of custodial program instruction with a full course load, hands-on training, team interaction, and application of processes for an optimal learning experience. Current managers attend TechWEEK at least once every three years.

Facility managers attend this specialized training to learn the core fundamentals of our custodial systems, such as SpaceCare QC, FloorCare QC, and Marble and Terrazzo Care QC. Additionally, TechWEEK provides an overview of carpet care, tile and grout maintenance, and a touchless cleaning system for restrooms, locker rooms, and showers. The course curriculum has been developed to introduce new innovative cleaning procedures, products, and equipment that will continue to improve quality while providing opportunities to identify more effective use of limited resources.

Participants can expect a vigorous schedule, starting at 8:00 AM each day and not finishing until 7:00 PM on some evenings. Attendees should be prepared for intense study during all the sessions and after each, there is a test. Certification for the entire training is dependent on passing each session. It is suggested that this training should be completed by all custodial managers every three years.

AREAS OF FOCUS FOR TECHWEEK CUSTODIAL TRAINING

In TechWEEK and through consistent on-site training, Aramark enhances the skills of our employees, with specialized focus on areas such as:

- Equipment and chemical use training
- One-on-one process training
- Safety training
- Certification training in carpet care, hard floor care, wall and upholstery care, and other innovative systems
- Proper waste handling and management

IN-DEPTH COURSES PROVIDED TO ROCKFORD PUBLIC SCHOOL DISTRICT NO. 205 DISTRICT CUSTODIAL STAFF:

- Wood Floor Care—Covers proper care and maintenance procedures for wood floor surfaces (Topics include floor construction, floor materials, terminology, daily and weekly maintenance procedures, and project work processes.)
- Hard Surface Floors—Focuses on the types of hard surface flooring, principles of soiling, maintenance programs, equipment, troubleshooting, and cleaning processes
- Wall and Upholstery—Explains the proper care and maintenance of upholstered walls and furniture (Topics include fabric construction, principles of soiling, equipment, stain removal, troubleshooting, and cleaning processes.)
- Carpet Care—Covers the construction and manufacturing of carpet, principles of soiling, maintenance program, equipment, stain removal, troubleshooting, and cleaning processes

Additionally, a complete library of technical bulletins is continually provided for on-site use. These technical bulletins cover a variety of subjects to assist the on-site manager in diagnosing andremedying a situation that may not be covered by our normal operating standards.
College of Facilities Management

We achieve the highest level of performance and employee loyalty by training our employees and combining the science and art of custodial management—moving beyond technical expertise, adding a caring and hospitality-oriented approach to all that we do. Aramark’s College of Custodial Management provides our employees with instructor-led educational sessions, online training, and hands-on training sessions to further enhance their knowledge, professional development, and to become more efficient custodial managers and operators.

O&M I Academy is an introduction to comprehensive custodial management with a five-day instructor-led and hands-on course designed to be a fast paced class for facility directors, managers, and supervisors who plan on becoming facility managers. The class focuses on the basics of managing an O&M facility within the Aramark program while gaining an understanding of our brand attributes in custodial management, innovative technology solutions, leveraging non-resident support, and solidifying our client value proposition.

The School of Computerized Maintenance Management Systems (CMMS) offers a wide range of courses that help new employees and experienced District Managers, custodial managers, and technicians alike to understand and implement our sophisticated, cutting-edge CMMS solution.

Our managers, supervisors, and hourly trades personnel have access to our Technical Learning Online (TLO) system. We have partnered with TPC Training Systems for technical online training with web-based interactive technical course ware, job specific knowledge assessment, automated online training and tracking, and certified programs. There is a curriculum guide developed to help all managers create course curriculum for our service worker by job title.

Focused on the Aramark Quantum Leap (QL) and Blue Cleaning Program, the School’s courses provide comprehensive training in cutting-edge systems, standards, processes, and procedures designed to increase efficiency and effectiveness in custodial services. Custodial Academy I is a five-day instructor led program designed specifically to train and develop Aramark facility managers, custodial managers, and front-line hourly associates on the QL and Blue Cleaning Program, innovative systems, standards, processes, and procedures used to efficiently, effectively, and safely provide custodial services.
Understanding the importance of the Aramark brand, programs, and fulfilling its mission at our custodial services accounts is at the core of this school's course listing. It also includes effective leadership training and gaining a firm understanding of available corporate resources as well as our Resource Ready Program. The School of Management currently offers two programs designed to train high potential current or new managers to fulfill the Aramark brand promise and deliver on our program standards while leveraging available resources.

These courses reinforce the principles and practices of grounds operation excellence and sustainable practices at every level. They include virtually every aspect of grounds maintenance from routine services such as turf maintenance, snow removal, tree management, equipment maintenance, supply procurement, safety, and sustainable practices. The courses emphasize the development of a program in addition to learning technical knowledge associated with irrigation, turf management, sports fields, waste and recycling management, supply procurement, and inspections to increase the quality and efficiencies in operations. The courses are tailored to meet every level, including grounds managers, grounds assistant managers, and grounds technicians.

The School of Engineering Solutions provides both an overview of all services provided by our Engineering Solutions team as well as Facility Manager focused courses. Courses are designed to quickly provide participants with a comprehensive understanding of this unique team, as well as projects and energy, two of our greatest responsibilities. Focus is the overall value that Aramark can bring to our clients.
## Wage Structure

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<tr>
<th>ROLE</th>
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<tr>
<td>Day Porter</td>
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<tr>
<td>Night Porter</td>
<td>$11.50-$13.50</td>
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<tr>
<td>Event Custodian</td>
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<tr>
<td>Maintenance Custodian</td>
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<tr>
<td>Custodian</td>
<td>$10.00-$11.50</td>
</tr>
<tr>
<td>Lead Custodian</td>
<td>$11.50-$13.50</td>
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Benefits Package

Benefits

Benefits are a critical component to employee engagement and promote employee health and wellbeing through support, services, and resources.

Benefits for Hourly Employees

- Medical, prescription drug, dental, vision, and basic life insurance and accident coverage
- Flexible Spending Account (FSA) and Health Savings Account (HSA)
- Employee Assistance Plan (EAP)
- Retirement plan (401[k])
- Short-term disability plan
- Encore! Encore! Rewards and Recognition Program
- Corporate discount programs
- Employee Well-Being Incentive Program
- Free biometric screenings
- Adoption Assistance Program
- Autism Assistance Program
- Preferred banking, loan assistance, and Home Mortgage Program

Benefits for Salaries Employees

- Paid vacation, holidays, and time off
- Medical, prescription drug, dental, vision, and basic life insurance and accident coverage
- Retirement plan (401[k]) and retirement savings plan
- Disability plans—short term and long term
- Preferred banking, loan assistance, and Home Mortgage Program
- Educational assistance, education loan program, and scholarship program
- Management referral program and incentive bonuses
- Flexible Spending Account (FSA) and Health Savings Account (HSA)
- Employee Assistance Plan (EAP)
- Corporate discount programs
- Matching gift program
- Encore! Encore! Rewards and Recognition Program
- Employee Well-Being Incentive Program
- Free biometric screenings
- Adoption Assistance Program
- Autism Assistance Program
Hourly and Salaried Benefits

Please see the attached PDF files.
Benefits Highlights

Hourly
Para español, vea las páginas 17 – 34.

We are proud to be recognized by the National Business Group on Health as one of the Best Employers for Healthy Lifestyles®.
Benefits Highlights booklets briefly summarize the benefits generally available to benefits-eligible hourly associates of Aramark.*

The Benefits Enrollment Website will specify the health and welfare plans for which you are eligible to enroll, your cost for coverage, and any increased premiums that may apply (e.g., Smoker and Working Spouse). For more information on eligibility, enrollment, and required contributions, contact Aramark Benefit Services at 1-855-528-BENE (2363). Another good source of information is www.mybenefits.aramark.com.

*Associate benefits determined by a collective bargaining agreement in place at the location, vary by location to location. Any questions concerning associates covered under a collective bargaining agreement should be directed to their local managers.

Important: Your eligibility for benefits depends on the Schedule of Coverage (SOC) in effect at your location, your eligibility status, and where you live and/or work. Not all plans described here are offered at every location.

Looking for a fun, interactive way to explore your benefits?

Build Your Own Benefits Video lets you create a personalized playlist of the benefit topics that are of interest to you. Build your video at http://aramark-byov.com/hourly.

Enrollment in an Aramark benefit plan is completely voluntary. Aramark does not require associates to enroll in any Aramark benefit plan.
Benefits Highlights

Salaried

We are proud to be recognized by the National Business Group on Health as one of the Best Employers for Healthy Lifestyles®.

[Certificate Image]
This Benefits Highlights booklet briefly summarizes the benefits generally available to regular, full-time, salaried associates (who work at least 30 hours per week) of Aramark.

The Benefits Enrollment Website will specify the health and welfare plans for which you are eligible to enroll, your cost for coverage, and any increased premiums that may apply (e.g., Smoker and Working Spouse). For more information on eligibility, enrollment, and required contributions, contact Aramark Benefit Services at 1-855-528-BENE (2363). Another good source of information is www.aramark.net/aramarkbenefits.

Looking for a fun, interactive way to explore your benefits?

Build Your Own Benefits Video lets you create a personalized playlist of the benefit topics that are of interest to you. Build your video at http://aramark-byov.com.

Stay connected to your benefits!

Sign up for text messages. You'll get information about your benefits, including health tips and reminders. Text "AramarkBenefits" to 23613. You will receive one or two messages per month. It's easy to end your subscription by replying "STOP" to any message. For Help and Terms & Conditions, reply "HELP." Messaging and data rates may apply.

Enrollment in an Aramark benefit plan is completely voluntary. Aramark does not require associates to enroll in any Aramark benefit plan.
Reward and Recognition

Our employees create experiences that enrich and nourish lives. That calls for a round of applause.

*Encore! Encore!*

Aramark is focused on a culture of appreciation for our clients, consumers, and our employees. A culture where great work and results are noticed. Through our *Encore! Encore!* Program, Aramark rewards and recognizes the tremendous contribution of our team members. *Encore! Encore!* provides one consistent approach to year-round recognition, reinforcing and rewarding employees who deliver experiences that enrich and nourish lives, and our values to sell and serve with passion and to always operate with integrity and respect.

Through increased employee engagement, satisfaction, and loyalty, this program directly impacts our client and consumer satisfaction by delivering improved results.

*Encore! Encore!* provides multiple ways for managers to celebrate great work and encourage even more. Our recognition website is the tool used to administer recognition. Managers also have access to a Toolbox where they can monitor their team’s recognition activity, prepare award presentations, and approve award nominations. Reporting and measurement tools ensure a successful return on the program.

The following is a summary of all reward and recognition levels, proven to provide the employee with an experience that has lasting impact and value:

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>GIFT</th>
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<tbody>
<tr>
<td><strong>THANK YOU</strong></td>
<td>Printed thank you cards, eCards, or eButtons</td>
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<tr>
<td>Everyday appreciation for a job well done</td>
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<tr>
<td><strong>SPOT AWARDS</strong></td>
<td>Employee's choice of gift from online catalog</td>
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<tr>
<td>Recognition for work above and beyond daily tasks</td>
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<tr>
<td><strong>ANNUAL EMPLOYEE APPRECIATION DAY</strong></td>
<td>Individual workplace celebration</td>
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<td>Celebrates employees' loyalty and thanks them for their contributions</td>
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</tr>
<tr>
<td><strong>ACHIEVEMENT AWARDS</strong></td>
<td>Employee's choice of gift from online catalog in Bronze, Silver, or Gold categories</td>
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<td>Recognizes significant achievement in safety, customer service, community, innovation, wellness, etc.</td>
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</tr>
<tr>
<td><strong>MILESTONE AWARDS</strong></td>
<td>Employee's choice of gift from online catalog</td>
</tr>
<tr>
<td>Celebrates career milestones (service awards) in five-year increments and personal milestones (birthdays, anniversaries, graduations, onboarding, etc.)</td>
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Employee Application Form

Please see the following page for a sample of Aramark's employee application form.
APPLICATION FOR EMPLOYMENT

As an EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER, Aramark does not discriminate against applicants or employees because of their race, color, religion, national origin, age, sex, gender, pregnancy, disability, sexual orientation, gender identity, genetic information, military status, protected veteran status (specifically status as a disabled veteran, recently separated veteran, armed forces service medal veteran, or active duty wartime or campaign badge veteran) or other classification protected by applicable federal, state or local law.

PERSONAL INFORMATION

LAST NAME:          FIRST NAME:          MIDDLE NAME:

DATE:

CURRENT ADDRESS:

CITY:               STATE:              ZIP CODE:

PHONE NUMBER:

PERMANENT ADDRESS (if different from above):

CITY:               STATE:              ZIP CODE:

PHONE NUMBER:

ARE YOU 16 YEARS OF AGE OR OLDER? □ YES □ NO

IF NOT, STATE YOUR DATE OF BIRTH

TYPE OF POSITION DESIRED

POSITION APPLIED FOR:

□ FULL TIME
□ PART TIME
□ SUMMER
□ TEMPORARY
□ OTHER

WILL YOU RELOCATE? □ YES □ NO

TO WHAT AREA?

WILL YOU TRAVEL? □ YES □ NO
DATE AVAILABLE TO WORK WITH ARAMARK:

HAVE YOU EVER WORKED FOR ARAMARK?
☐ YES ☐ NO

IF YES, WHEN AND WHERE? WHAT POSITION(S) DID YOU HOLD?

HOW WERE YOU REFERRED TO ARAMARK?

WERE YOU REFERRED BY AN ARAMARK EMPLOYEE?

To comply with the Immigration Reform and Control Act of 1986, if you are hired you will be required to provide documents to establish your identity and your authorization to be employed in the United States. Such documents will be required within the first three (3) business days of your first day of work, or upon your first work day if your employment period will be less than three (3) days.

BACKGROUND INFORMATION

HAVE YOU EVER BEEN A MEMBER OF THE ARMED FORCES OF THE UNITED STATES?

☐ YES ☐ NO

IF YES, LIST ANY SPECIAL SKILLS OR ABILITIES YOU DEVELOPED WHILE IN MILITARY SERVICE WHICH DIRECTLY RELATE TO THE JOB FOR WHICH YOU ARE APPLYING.

LIST ANY CERTIFICATIONS AND/OR ANY SPECIAL SKILLS OR ABILITIES WHICH DIRECTLY RELATE TO THE JOB FOR WHICH YOU ARE APPLYING.

LIST ANY PROFESSIONAL ORGANIZATIONS TO WHICH YOU BELONG WHICH HAVE A DIRECT BEARING UPON YOUR QUALIFICATIONS FOR THE JOB WHICH YOU ARE SEEKING.

DO YOU POSSESS A VALID CURRENT DRIVER'S LICENSE (ONLY FOR JOBS REQUIRING DRIVING A VEHICLE)?

☐ YES ☐ NO

DRIVER'S LICENSE NUMBER AND STATE (ONLY IF APPLICABLE)
<table>
<thead>
<tr>
<th>WORK EXPERIENCE (Most Recent Experience First)</th>
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</thead>
<tbody>
<tr>
<td><strong>1. NAME OF EMPLOYER:</strong></td>
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<tr>
<td>MAY WE CONTACT THIS EMPLOYER?</td>
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<tr>
<td>IS THIS YOUR PRESENT EMPLOYER?</td>
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<tr>
<td><strong>ADDRESS:</strong></td>
</tr>
<tr>
<td>CITY:</td>
</tr>
<tr>
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<td>SUPERVISOR TITLE:</td>
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<td>SUPERVISOR PHONE:</td>
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<td><strong>2. NAME OF EMPLOYER:</strong></td>
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<td>MAY WE CONTACT THIS EMPLOYER?</td>
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<td>IS THIS YOUR PRESENT EMPLOYER?</td>
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<td>SUPERVISOR TITLE:</td>
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<td>SUPERVISOR PHONE:</td>
</tr>
</tbody>
</table>
3. NAME OF EMPLOYER:

MAY WE CONTACT THIS EMPLOYER?

IS THIS YOUR PRESENT EMPLOYER?

ADDRESS:

CITY: STATE: ZIP CODE:

COUNTRY:

FROM: TO: PHONE:

STARTING POSITION: ENDING POSITION:

REASON FOR LEAVING:

SUPERVISOR NAME: SUPERVISOR TITLE:

SUPERVISOR PHONE:

HIGHEST LEVEL OF EDUCATION COMPLETED

SCHOOL (Last Attended):

GRADUATED:

ADDRESS:

CITY: STATE: ZIP CODE:

COUNTRY:

TYPE OF DEGREE/DIPLOMA RECEIVED OR EXPECTED:

MAJOR/MINOR FIELDS OF STUDY:
### PROFESSIONAL REFERENCES (OPTIONAL)

1. **REFERENCE NAME:**
   - TELEPHONE NUMBER:

   **ADDRESS:**
   - **CITY:**
   - **STATE:**
   - **ZIP:**

   **DESCRIBE THE NATURE OF YOUR PROFESSIONAL RELATIONSHIP WITH THIS PERSON:**

   **HOW LONG HAVE YOU KNOWN THIS PERSON?**

2. **REFERENCE NAME:**
   - TELEPHONE NUMBER:

   **ADDRESS:**
   - **CITY:**
   - **STATE:**
   - **ZIP:**

   **DESCRIBE THE NATURE OF YOUR PROFESSIONAL RELATIONSHIP WITH THIS PERSON:**

   **HOW LONG HAVE YOU KNOWN THIS PERSON?**

### ARAMARK'S COMMUNICATION THROUGH TEXT MESSAGING

You have the option to receive certain hiring-related communications from Aramark via text messaging. Your participation in receiving these text messages is voluntary. Please indicate whether you consent to receive these text messages below. You may opt-out at any time. Please be sure that the mobile number below is correct.

☐ Yes, by checking here I agree to receive text messages at relating to my application. I understand that text messaging fees may apply, that my consent is not a condition of my application or of any purchase, and that I can revoke this consent at any time by texting back "STOP" in response to any text message.

Signature (Please type your full name here):
STATEMENT CERTIFICATION (SIGNATURE OF APPLICANT REQUIRED)

I hereby certify that all statements made in this application are true, complete and correct to the best of my knowledge and belief. I understand and agree that any misrepresentation or omission of facts in my application may be justification for refusal to hire, or termination of employment.

I understand that nothing contained in this employment application or in the granting of an interview is intended to create an employment contract between Aramark or any of its affiliates and me for either employment or for the providing of any benefit. If an employment relationship is established, I understand that my employment can be terminated at any time, for any reason, with or without cause, at the option of either Aramark or myself.

In signing this form, I certify that I understand all the questions and statements in this application.

☐ SIGNATURE OF APPLICANT

Checking the checkbox above is equivalent to a handwritten signature.

FOR ARAMARK USE ONLY

If you have filled this application out on behalf of a candidate, please identify yourself by typing in your First Name, Last Name and Employee ID. Please make sure to upload a copy of the application that the candidate completed into the system.

First Name:  
Last Name:  
Employee ID:
Employee Handbook

Please see the attached PDF file for a sample of Aramark's Employee Handbook.
IMPORTANT NOTICE

YOUR EMPLOYMENT IS AT WILL. THIS MEANS THAT YOU ARE NOT GUARANTEED EMPLOYMENT OR ANY PARTICULAR JOB OR TYPE OF WORK FOR ANY SPECIFIED PERIOD OF TIME. MORE SPECIFICALLY, BECAUSE YOUR EMPLOYMENT IS AT WILL, BOTH YOU AND ARAMARK HAVE THE RIGHT TO TERMINATE YOUR EMPLOYMENT AT ANY TIME AND FOR ANY OR NO REASON AND WITH OR WITHOUT PRIOR NOTICE. WHILE ARAMARK MAY FOLLOW A PROGRESSIVE DISCIPLINARY PROCESS FROM TIME TO TIME, NOTHING IN THIS HANDBOOK OR ITS APPLICATION SHALL RESTRICT ARAMARK’S RIGHT TO TERMINATE EMPLOYEES AT WILL AND WITH OR WITHOUT PRIOR NOTICE. ANY ORAL OR WRITTEN STATEMENTS TO THE CONTRARY ARE HEREBY EXPRESSLY DISAVOWED AND SHOULD NOT BE RELIED UPON UNLESS IN WRITING AND SIGNED BY THE LINE OF BUSINESS VICE PRESIDENT OF HUMAN RESOURCES OR HIS OR HER DESIGNEE. THE FOREGOING PROVISION SHALL NOT APPLY TO EMPLOYEES WHO WORK AT LOCATIONS IN MONTANA.
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Policy and Procedures

Employee Feedback, Employment, and Business Policies

We develop diverse team environments that foster respect, transparency, and two-way feedback to create a culture where everyone is engaged and providing the highest level of service at our client districts.

We create an engaging work environment by:

- Listening to our employees and acting upon the feedback they share individually through surveys and focus groups.
- Implementing and consistently applying appropriate employment policies and practices.

The Aramark Engagement Survey is administered among salaried employees and allows us to measure the level of engagement of our people. The results identify ways to improve satisfaction and create environments where people want to work and are fulfilled and empowered. This survey is administered by the Hay Group, an independent consulting firm that specializes in employee surveys.

Front-Line Employee Focus Groups and Survey

Our front-line managers regularly conduct employee focus groups and surveys to understand and measure their employees' opinions, attitudes, motivation, and satisfaction.

Employment Policies and Practices

Consistent and fair employment policies and practices are central to promoting a positive work environment, engaging employees, and ultimately retaining talented employees. Aramark has developed a set of policies, processes, and practices that ensure our employees are able to continuously operate within the necessary compliance regulations and laws, and maintain a safe, respectful, and professional work environment at all times.

BUSINESS CONDUCT POLICY

It is the continuing commitment of Aramark to conduct all company business with the utmost integrity. Aramark’s policy is to comply with all domestic and foreign laws and conduct its business in an ethical manner.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICY

Aramark is committed to ensuring equal employment opportunity.

It is the policy of Aramark to recruit, hire, train, promote, transfer, and terminate persons without regard to race, color, religion, national origin, age, gender, disability, sexual orientation, special disabled veteran, Vietnam Era veteran, other protected veteran status, or other classification protected by applicable federal, state, or local law. Fundamental to the Policy is the expectation that all personnel decisions will be made on the basis of qualifications, experience, and job performance.

Recognizing that equal opportunity can only be achieved through demonstrated leadership and aggressive implementation of a viable affirmative action program, Aramark’s policy is to maintain affirmative action plans that set forth the specific affirmative action and equal employment opportunity responsibilities for its officers, managers, and supervisors in accordance with federal laws applicable to federal government contractors.
POLICY AGAINST SEXUAL HARASSMENT AND OTHER WORKPLACE HARASSMENT

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

PRE-EMPLOYMENT SCREENING, COMPLIANCE, AND EMPLOYMENT BACKGROUND CHECK POLICY

Aramark seeks to ensure that its assets, and those of its clients, including property, employees, and information, are protected; that a safe working environment is maintained; and that hiring managers and human resources professionals are equipped to make employment decisions based on a thorough employment and pre-employment evaluation.

Additionally, Aramark complies with all state-specific background check requirements as mandated by state law.

- Background checks are required for all Aramark employees working at Rockford Public School District No. 205 District, and include a criminal history check, Social Security verification, a sanctions-based search, past address search, and sexual offender registry search (national level).
- Additionally, the hiring manager will conduct I-9 verification by examining documents that verify the individual’s identity and employment authorization.
- In addition to the pre-employment screening and employment background checks, candidates may be required to undergo supplemental pre-employment screening and/or employment background checks.

DRUG-FREE WORKPLACE ACT POLICY

Aramark is committed to the maintenance of a drug-free workplace and ensuring compliance with the Drug-Free Workplace Act of 1988. Our policy prohibits the use of intoxicants and illegal drugs in the workplace in compliance with federal and state regulations. During orientation, all Aramark employees receive a copy of our drug policy in their employee handbooks. All Aramark employees working at Rockford Public School District No. 205 District will be subject to drug testing prior to assignment. Failure to submit to testing, cheating on a test, or failure to pass testing may result in disciplinary action up to and including termination.

OCCUPATIONAL SAFETY AND HEALTH REQUIREMENTS

Aramark is committed to a strict compliance to the regulations under the Occupational Safety and Health Administration (OSHA).

LABOR RELATIONS PHILOSOPHY

At Aramark, our philosophy is to deal with our employees fairly, honestly, and with respect. Open and frank discussion among employees and management is the most successful method for resolving issues. We prefer that our employees deal directly with management on issues that are important to them. In districts where collective bargaining relationships exist, we have always established and maintained sound working relationships with the involved union, keeping in mind the best interests of our employees, clients, customers, and our business operations.

Aramark recognizes the right of its employees to choose whether to be represented by labor organizations for the purpose of bargaining collectively for wages, hours, and other terms and conditions of employment. Aramark does not discriminate against any employee because of union membership or non-membership.

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

Excellent Service Starts with Excellent People

Aramark is committed to providing Rockford Public School District No. 205 District with:

- The right talent
- The best training
- Unsurpassed resources
- Competitive compensation
- Employee engagement
- Encore! Encore!
- recognition

Aramark’s pledge to Rockford Public School District No. 205 District

We ensure that our team members are developed continually, professionally and personally, so we provide an unsurpassed level of service and operational excellence. Ultimately, our partnership ideal can only be met by providing one best team at the management level. This means a team comprised of ambitious, high-potential individuals who are:

- Supported—Through a comprehensive training and mentoring program to develop technical and managerial skills.
- Committed—to the goals of the organization through effective communication and the development of a “team-first” attitude.
- Engaged—in the development of their own careers through an active mentoring and coaching program.

We believe in the importance of respecting the staff who perform a vital, yet often uncelebrated, school district function. We want all staff to understand their importance in the overall District operation, to feel appreciated, and proud of their performance.
The provision of one best team at the management level is predicated on the following:

- **Talent**—Identifying, recruiting, and retaining top-level talent throughout the organization that is committed not only to Aramark, but to Rockford Public School District No. 205 District. This is accomplished through a rigorous interview process to identify not only the “can do” attitude needed in a manager, but also an individual’s “want to” and “will do” attitudes, as related to being engaged in the goals of the organization and one’s own career.

- **Development**—Actively engaging all managers in the development of their own careers by ensuring they are placed in positions that allow them to leverage their existing skill set while they acquire new skills from the managers around them. Likewise, we will actively use Aramark’s annual performance management tool as a means to provide formal feedback and developmental guidance to each manager as related to training and work-related developmental milestones needed to reach the next level of performance.

- **Goals**—Ensuring that managers are knowledgeable regarding the overall goals of Rockford Public School District No. 205 District and their specific roles in the achievement of those goals. Ultimately, we view this as a critical step to ensuring that we retain the best talent and these individuals perform to the best of their abilities. Through weekly management meetings and regular management training seminars, managers at all levels are provided insight into the overall goals of the organization and their own roles.

- **Mentorship**—Maintenance of an active mentoring program provides managers with a “sounding board” and a support mechanism to navigate through day-to-day issues and overall career goals. By pairing each manager with a more experienced counterpart—either within or outside the local account team—to serve as a mentor, we are further able to foster an environment in which managers can see “the bigger picture” as it relates to their current roles and the development of their careers.
Employee Satisfaction

Aramark recognizes the importance of starting with employee satisfaction to drive service excellence. Department employees are equipped with the tools and skills needed to be effective in their positions. Aramark strives to provide opportunities for personal growth and professional development, as well as to create a healthy work culture that people do not want to leave. Our corporate goal is to create "one best team," and toward that effort, we continue to retain, develop, and attract a diverse team of outstanding employees. Our vision is to be a company where the best people want to work.

Another distinct goal of our systems is to enhance the dignity of service employees. Each of our programs is designed to make the job less strenuous for employees. As a result, employees are more committed to their jobs, and employee turnover is less of a problem. Aramark leads the industry in providing innovative systems that enhance efficiency, improve employee morale and performance, and lower costs. To enhance employee satisfaction, Aramark offers a large variety of development programs that promote growth opportunities. Our assessment tools include performance planning, tracking and coaching evaluations, and career development components. These effective development plans lead to succession and management opportunities.

We want our employees to know Aramark cares about them as individuals, not just as workers. Employee satisfaction is also enhanced through our recognition programs. Employees receive recognition for birthdays, tenure, team accomplishments, individual accomplishments, and department accomplishments. Each manager is incentivized to implement innovative recognition programs.

These special programs bring recognition to either the whole department or outstanding employees. Aramark has implemented employee recognition and positive reinforcement programs that have proven successful in reducing absenteeism and turnover, and increasing worker efficiency and effectiveness. The end result is the creation of a workplace environment that identifies and rewards outstanding performance and attendance with tangible benefits. Prior to implementation, Aramark reviews all proposed programs with the appropriate client representatives.

Following is a sampling of our recognition and positive reinforcement programs:

- Aramark sponsors two employee appreciation days per year. One is typically an outdoor, cookout-style function. The second event would be either a catered meal or a meal served in the dining facilities.

- Any service employee who is observed or known to have performed exceptional or above-average service or who has gone "above and beyond" in customer service is given a special recognition gift card.

- Facilities services employees who are recognized for outstanding performance and service can receive spot bonuses and rewards at the discretion of their immediate supervisor.
Recruitment, Transition, Orientation, and Performance Management

Our job is to ensure all employees are connected to student growth and achievement, which requires:

- Attracting and selecting the best talent
- Pre-employment screening processes
- A smooth transition process
- Orientation and onboarding
- Clarity of role and accountabilities

Recruitment

Our recruitment and staffing processes deliver a cost-effective, world-class candidate experience while branding Aramark as an employer of choice. The team uses innovative search capabilities and technology, combined with our leadership competency framework, to employ the right people. We help current employees advance to new positions through succession planning and internal job postings.

RECRUITING SOURCES INCLUDE:

- Internal job postings on aramark.net
- Networking
- Internet—niche sites and major job boards—back-end web sourcing, including Monster, CareerBuilder, and industry-specific job boards
- Military training assistance program (TAP)
- Career fairs
- Specialized media advertising
- Newsletters
- Community organizations
- External career website on aramark.com

Acquiring Diverse Talent

We continuously develop a pool of diverse candidates at all levels of employment. The range of opportunities for skills development and career enhancement positions Aramark as a company where the best people want to work. We promote a culture of inclusion that welcomes employees from different backgrounds and beliefs and ensures they feel highly valued.

We use multiple strategies to hire employees who reflect the unique demographics of our client districts.

MANAGEMENT SELECTION RESOURCES AND TOOLS

Our commitment to Rockford Public School District No. 205 District is to continue to provide an uninterrupted source of management personnel with the skill sets that make a difference in your facility’s operations.

- The hiring process begins with an initial interview and survey that screens for work history, management style, dependability, cultural fit, work values, job stability, customer service orientation, honesty, motivational fit, compensation, education, and technical skills.
- We also use behavioral interviewing tools because we think past behavior is the best indicator of future performance.
- We focus on past performance using our leadership competency model.
- Potential candidates participate in multiple interviews before a hiring decision is made.
People Transition

With more than 50 years of experience, we have a proven track record of smoothly transitioning employees to the Aramark payroll and benefits systems. This success has been accomplished through a customized plan that ensures all employee concerns and questions are addressed.

We have organized the numerous tasks and activities into a well-defined process with defined roles and responsibilities, and supported with effective tools.

Our human resources platform will continue to provide Rockford Public School District No. 205 District:

- A communication strategy
- Process support to ensure all pre-employment checks are conducted and accurate setup of payroll and benefits
- A staffing plan to ensure optimal service and program implementation
- Coordination of employee orientation and training

100 percent of new hires will undergo a thorough background check to support Rockford Public School District No. 205 District’s students, staff, and employees’ safety and protection.

Aramark’s proprietary process H.I.R.E.S. uses a tracking system to screen and manage candidates against our required employment standards. We also continue to grow and use our diverse network of community organizations and business partners, which connects us to potential candidates.
Front-Line Manager Orientation and Onboarding

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

- Within the first week
- New hire payroll and benefit processing
- Welcome and introduction to the School District
- Meet-and-greet key resources

WITHIN FIRST 30 DAYS

- Job shadowing
- Specific job training
- Introduction to Aramark through participation in "On Your Mark Program"

FIRST 90 DAYS

- Core Aramark management training, including participation in our Aramark Connections New Manager Onboarding Program
- Peer coaching
- 30-, 60-, and 90-day reviews

Front-Line Manager Job and Performance Expectations

Aramark’s performance management solutions are based on an ongoing communication process between the employee and his or her manager. It involves establishing expectations of essential job functions, setting goals, and then evaluating performance.

Aramark uses the Performance Management Process (PMP). This process occurs formally twice a year and informally on an ongoing basis to ensure each employee and his or her manager are on target to meet performance goals. Performance planning and evaluation, as well as employee development, are the joint responsibility of managers and employees.

PERFORMANCE MANAGEMENT PROCESS

Mid Year
Career Development Review
Focuses on career opportunities and plans for continuing development

Year End
Performance Review
Assess prior year’s performance (the WHAT and the HOW). Focus is on business results and leadership behaviors.

Goal Plan
Set targets for the upcoming fiscal year in your current role. These include both business goals and development goals.
Front-Line Employee Orientation and Onboarding

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

Our onboarding training covers all aspects of job responsibilities, such as:

- Safe chemical and equipment handling
- Use and wear of personal protective equipment (PPE)
- Proper cleaning and maintenance techniques
- Human resources standards and compliance

Front-Line Employee Job and Performance Expectations

Job descriptions, which outline job responsibilities and accountabilities, are shared with front-line employees. Informal coaching and feedback on performance are provided throughout the year and a formal evaluation is conducted on an annual basis.

We want every team member to understand his or her role and how it fits into the larger picture of student and District success.
Employee Turnover

Our operations supporting the Rockford Public School District No. 205 facilities includes maintaining our service levels regardless of employee turnover and/or vacations.

When a team member needs to be replaced, Aramark is ready to fill the position quickly and appropriately. We have several accounts in area in which Rockford Public School District No. 205’s facilities are located, and we would source the affected position both internally and externally.

Under most circumstances, we would have potential replacements already identified through our consistently-updated talent pipeline. In addition, staffing for unexpected absences/departures is usually available through our network of local accounts.

Each of our locations develops a staffing strategy that includes response to unscheduled increased service needs and identifying key hiring locations (trade schools and organizations).

To ensure ample transfer of Rockford Public School District No. 205 site knowledge, we cross-train our employees, share best practices, continually update and train our staff on site-specific SOPs, and perform exit interviews with departing team members.
## Projected Dollar Value of Equipment

<table>
<thead>
<tr>
<th>Equipment Number</th>
<th>Proposed/Estimated Custodial Capital Equipment</th>
<th>Cost</th>
<th>Years</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tennant Autoscrubber - T5 32&quot;</td>
<td>$10,501</td>
<td>6</td>
<td>$63,007</td>
</tr>
<tr>
<td>2</td>
<td>NSS Burnisher - 2717DB 27&quot; Battery Burnisher</td>
<td>$6,357</td>
<td>6</td>
<td>$38,142</td>
</tr>
<tr>
<td>3</td>
<td>Tennant Burnisher - BR-2000-DC Dust Control Burnisher 2000 RPM</td>
<td>$1,400</td>
<td>50</td>
<td>$70,000</td>
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<tr>
<td>4</td>
<td>Tennant Extractor - EH2 15 gal Canister Extractor with heat</td>
<td>$2,336</td>
<td>25</td>
<td>$58,396</td>
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<tr>
<td>5</td>
<td>Kaivac No-Touch Cleaning System - KV1750A Kaivac</td>
<td>$3,024</td>
<td>12</td>
<td>$36,290</td>
</tr>
<tr>
<td>6</td>
<td>Kaivac No-Touch Cleaning System - OmniFlex* Spray and Vac Machine</td>
<td>$1,999</td>
<td>30</td>
<td>$75,970</td>
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<tr>
<td>7</td>
<td>Tennant/Orbio Orbio os3 On-Site Generator</td>
<td>$6,748</td>
<td>12</td>
<td>$80,976</td>
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<tr>
<td>8</td>
<td>Tennant/Orbio Orbio os3 SATELLITE STATION Starter</td>
<td>$956</td>
<td>36</td>
<td>$34,416</td>
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<tr>
<td>9</td>
<td>Tennant/Orbio Orbio os3 SATELLITE STATION Extender</td>
<td>$761</td>
<td>53</td>
<td>$40,333</td>
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<td>10</td>
<td>Tennant/Orbio os3 Installation (1 for each os3 generator unit, can be capitalized.)</td>
<td>$371</td>
<td>12</td>
<td>$4,455</td>
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<tr>
<td>11</td>
<td>Hawk Floor Machine - Glide Roto, 20&quot;</td>
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<td>12</td>
<td>Square Scrub Floor Machine - Square Scrub 20&quot;</td>
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<td>13</td>
<td>Tennant Autoscrubber - T300 20&quot;</td>
<td>$7,675</td>
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<tr>
<td>14</td>
<td>Orbio Satellite Station Installation (1 for each satellite, can be capitalized with order).</td>
<td>$146</td>
<td>64</td>
<td>$9,360</td>
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<tr>
<td>15</td>
<td>Space-Care QL Units (Carts and full microfiber, tools setup, vacuums, and washing machines)</td>
<td>$1,250</td>
<td>148</td>
<td>$185,000</td>
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</tbody>
</table>

**Total Cost** $884,324

Capital equipment is amortized over 5 years.
<table>
<thead>
<tr>
<th>Equipment by Building</th>
<th>Equipment Number</th>
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<td>Admin</td>
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<tr>
<td>Auburn</td>
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<tr>
<td>Barbour</td>
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<td>Beyer</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (1)</td>
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<tr>
<td>Bloom</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (2)</td>
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<tr>
<td>Brookview</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (2)</td>
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<td>Carlson</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (1)</td>
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<tr>
<td>Cherry Valley** close 2018</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (1)</td>
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<tr>
<td>Conklin</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (1)</td>
</tr>
<tr>
<td>Dennis** close 2018</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (1)</td>
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<td>East</td>
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<td>Eisenhower</td>
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<td>Ellis</td>
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<td>Fairview</td>
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<td>Flinn</td>
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<td>Froberg</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (1)</td>
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<td>Gregory</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (2)</td>
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<tr>
<td>Guilford</td>
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<tr>
<td>Hillman</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (1)</td>
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<td>King not on RFP list</td>
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<td>Lewis Lemon** new addition 2018</td>
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<td>Marsh Montessouri</td>
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<td>Equipment by Building</td>
<td>Equipment Number</td>
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<td>Nelson** close 2018</td>
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<td>Thompson**closed 2018</td>
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<td>16 (7), 4 (1), 6 (1), 12 (1), 9 (1), 11 (1), 3 (1), 1 (1), 2 (1), 7 (1)</td>
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<td>Westview</td>
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<td>White Swan**closed 2018</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (1)</td>
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<td>Whitehead</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (2)</td>
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<td>Stadium 1</td>
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<td>Stadium 2</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (1)</td>
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<tr>
<td>Marshall Elementary</td>
<td>3 (1), 6 (1), 9 (1), 11 (1), 16 (1)</td>
</tr>
</tbody>
</table>
List of Equipment

Why Aramark Invests In Equipment

The greatest cost for any custodial operation is that of payroll. Traditional cleaning methods, by their nature, are extremely labor intensive. Not only can we provide cleaner, healthier schools through technology, but our approach also is more cost-effective because we optimize labor hours through investing in such technology. Every unnecessary dollar expended for custodial services is a dollar that could better be used in the classroom.

With technology, based on what you will find on the chart on the following page, Aramark can significantly increase productivity, reduce labor hours, and drive cleaner, healthier results.

This chart compares traditional cleaning approaches (shown as 100 percent) versus the methods Aramark would employ and the corresponding increased productivity percentages (ranging from 104 percent to 190 percent). Additionally, we have shown the variance in hours required and the cleaning efficiencies. The difference in time to accomplish tasks and the corresponding cleaning benefits are indeed significant.
<table>
<thead>
<tr>
<th>Task</th>
<th>Process/Equipment</th>
<th>Productivity vs. Current</th>
<th>Time to Complete 100,000 Square Feet in Hours</th>
<th>Other Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area Cleaning</td>
<td>Mop and Bucket (5 days of cleaning)</td>
<td>100%</td>
<td>32.72</td>
<td>90+% of soils removed vs. 50%-60% with current method</td>
</tr>
<tr>
<td></td>
<td>SpaceCare QL (5 days of cleaning)</td>
<td>131%</td>
<td>22.50</td>
<td></td>
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<tr>
<td>Large Area Floor Cleaning</td>
<td>Mop and Bucket Microfiber</td>
<td>100%</td>
<td>20.00</td>
<td>90+% of soils removed vs. 50%-60% with current method</td>
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<tr>
<td></td>
<td>T-1</td>
<td>125%</td>
<td>15.00</td>
<td></td>
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<tr>
<td></td>
<td>T-3</td>
<td>143%</td>
<td>11.50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>T-5</td>
<td>177%</td>
<td>4.67</td>
<td></td>
</tr>
<tr>
<td></td>
<td>T-7</td>
<td>184%</td>
<td>5.17</td>
<td></td>
</tr>
<tr>
<td></td>
<td>186%</td>
<td>2.83</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large Area Sweeping</td>
<td>Dustmop - 48”</td>
<td>100%</td>
<td>4.42</td>
<td>90+% of soils removed vs. 50%-60% with current method</td>
</tr>
<tr>
<td></td>
<td>S9</td>
<td>104%</td>
<td>4.23</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6100</td>
<td>166%</td>
<td>1.52</td>
<td></td>
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<tr>
<td>Burnishing</td>
<td>Spray Buff (Roto) BR-2000-DC</td>
<td>100%</td>
<td>37.50</td>
<td>Floor finish lasts longer and becomes more durable with our process; the floor's slip coefficient is maintained with our process</td>
</tr>
<tr>
<td></td>
<td>B5</td>
<td>168%</td>
<td>12.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B7</td>
<td>185%</td>
<td>5.50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B10</td>
<td>189%</td>
<td>4.13</td>
<td></td>
</tr>
<tr>
<td>Carpet Cleaning</td>
<td>Spray Buff E5</td>
<td>100%</td>
<td>35.00</td>
<td>Removed more soils from deeper in the carpeting vs. the current method</td>
</tr>
<tr>
<td></td>
<td>E1610</td>
<td>112%</td>
<td>30.83</td>
<td></td>
</tr>
<tr>
<td></td>
<td>R14</td>
<td>171%</td>
<td>10.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>172%</td>
<td>9.67</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restroom Cleaning</td>
<td>Mop and Bucket OmniFlex Spray and Vac KV1750</td>
<td>100%</td>
<td>4.17</td>
<td>90+% of soils removed vs. 50%-60% with current method</td>
</tr>
<tr>
<td></td>
<td></td>
<td>150%</td>
<td>2.08</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>150%</td>
<td>2.08</td>
<td></td>
</tr>
<tr>
<td>Floor Finish Application</td>
<td>Cotton Mop Kai-Motion Flex with Microfiber Ultra Track</td>
<td>100%</td>
<td>25.00</td>
<td>Less finish used vs. current process due to the ability to use a thinner coat and less waste at end of shift</td>
</tr>
<tr>
<td></td>
<td></td>
<td>130%</td>
<td>17.50</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>173%</td>
<td>6.67</td>
<td></td>
</tr>
<tr>
<td>Restorative Floor Process</td>
<td>Strip and Recoat PowerScrub Process</td>
<td>100%</td>
<td>350.00</td>
<td>No caustic chemicals used in our process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>169%</td>
<td>108.33</td>
<td></td>
</tr>
<tr>
<td>Restorative Floor Process</td>
<td>Strip and Recoat PowerScrub Process</td>
<td>100%</td>
<td>350.00</td>
<td>No caustic chemicals used in our processes; the 3M process eliminates floor finish altogether</td>
</tr>
<tr>
<td></td>
<td></td>
<td>169%</td>
<td>108.33</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3M Resilient Floor Process - Year Two and on</td>
<td>171%</td>
<td>101.00</td>
<td></td>
</tr>
</tbody>
</table>

**Technical Strength**: 5.5
EQUIPMENT LIST

CUSTODIAL SPACECARE CARTS

Aramark's custom custodial carts for SpaceCare cleaning provide all the tools that are essential for custodians to complete their daily activities. Multiple shelves and hooks allow for easy access to all the microfiber products, backpack vacuums, cleaning products, personal protective equipment (PPE), including wet floor signs, and items to restock the paper towels, toilet paper, and trash liners.
The T7 rider scrubbers deliver an advanced state of safety and cleanliness available with ec-H2O Technology. ec-H2O technology electronically activates tap water to behave like a powerful detergent and has a cleaning effectiveness that is the same or better than general purpose cleaners without the environmental or health impacts of chemicals. Improve environmental health in your facility with an exclusive Hygenic tank. This tank allows for easy access and sanitization, reducing mold, bacteria and other contaminants that can grow in enclosed tanks. Leave behind no cleaning solution since even around 180-degree turns, the T7’s equal-pressure, parabolic squeegee recovers all cleaning solution from the floor.

Features include:
- Scrubbed floors immediately dry and safe for traffic, reducing the risk of slip and fall
- 75 percent lower sound level (67 dba)
- Uses 70 percent less water than traditional scrubbers
- Easily cleanable, sanitary Hygenic 29 gallon solution and recovery tanks
- Unit includes: Solid tires, pad driver or wash brush, squeegee blades
- 335 AH battery pack and 25 amp stand-alone charger
- Standard Options include: Key Switch, Hour Meter, choices of pad driver or wash brushes, and Linetex squeegee blades
- NFSI Certified

The T5 walk behind scrubber delivers an advanced state of safety and cleanliness using the FaST Foaming Technology. Improve environmental health in your facility with exclusive Hygenic tanks. The tanks allow for easy, complete access for sanitization, reducing mold, bacteria, and other contaminants that can grow in enclosed tanks. Leave behind no cleaning solution even around 180-degree turns, as the T5’s equal-pressure parabolic squeegee recovers all cleaning solution from the floor.

ec-H2O technology activates regular tap water to perform like a powerful detergent without the use of chemicals. It begins as water and ends as water.

Features include:
- No handling, mixing, or training compared to standard chemicals
- 75 percent lower sound level (67 dba)
- Use 70 percent less water than traditional scrubbers
- Protects users and clients by eliminating health issues associated with harsh chemicals; no touching, breathing, splashing, or disposing of chemicals
- 22.5 gallon solution and 27 gallon recovery tanks
- 235 AH battery pack and 25 amp on-board charger
- Protects users and clients by eliminating health issues associated with harsh chemicals; no touching, breathing, splashing, or disposing of chemicals
- No tool brush and squeegee change
- Includes key, hour meter, and pad drivers or wash brushes
T3 AUTOSCRUBBER: 20 INCH WITH EC-H2O

The T3 scrubber delivers an advanced level of safety and cleanliness available with ec-H2O Technology. Improve environmental health in your facility with an exclusive Hygienic tank. This tank allows for easy access and sanitation, reducing mold, bacteria and other contaminants that can grow in enclosed tanks. Leave behind no cleaning solution around 180-degree turns, as the T3's equal-pressure, parabolic squeegee recovers all cleaning solution from the floor.

ec-H2O technology activates regular tap water to perform like a powerful detergent without the use of chemicals. It begins as water and ends as water.

Other Features:
- No handling, mixing, or training compared to standard chemicals.
- Uses 70 percent less water than traditional scrubbers.
- Protects users and clients by eliminating health issues associated with harsh chemicals; no touching, breathing, splashing, or disposing of chemicals.
- Scrubbed floors immediately dry and safe for traffic reducing the risk of slip and fall.
- Easily cleanable, sanitary Hygienic 10.5 gallon solution and recovery tanks
- 75 percent lower sound level (68.5 dba)
- No tool brush and squeegee change
- Unit includes: Solid tires, pad driver or wash brush, squeegee blade, 155 AH battery pack and 20 amp on-board charger.
- NFSI Certified

BR-2000/DC ELECTRIC DUST CONTROL BURNISHER

Get superior gloss performance from the BR-2000-DC ultra high speed dust control burnisher. This burnisher's low sound level, extremely low vibration and simple operation make it the best in its class.

The 20" burnishing path is guided by a center caster for easy handling. Automatic vacuum actuation pulls the pad to the floor while the 2000 rpm pad speed delivers an outstanding shine. On board pad adjustment knob and amp meter make optimum down pressure adjustment easy. Ergonomic control grips help to reduce operator fatigue by minimizing hand movement during startup and operation.

Constructed of durable polyethylene that resists dents and cracks, this unit is built to last and can absorb the abuse of everyday burnishing. The BR-2000-DC is perfect for use in noise sensitive environments like, schools, office buildings and hospitals. Its low profile base allows the operator to clean hard to reach areas such as under toe kicks, radiators, and furniture.
810 RIDE ON BATTERY BURNISHER - 24" AND 27"

Burnish small and large areas quickly with this 24 in or 27 in rider burnisher. Machine operation is simplified with intuitive controls and automated burnisher head lift. Improve indoor air quality with active HEPA dust control and quiet operation. Hydrolink Battery Watering System included!

Key Features:
- 24 in or 27 in burnishing path
- Hydrolink Battery Watering System
- Automated head lift and easy battery access
- 3 speeds and 3 down pressure settings
- Active 4-stage HEPA filter dust control
- 69 dBA sound level
- On-board charger

6100 RIDER SWEEPER

The compact size and maneuverability of the 6100 means it goes almost anywhere. It easily handles congested facilities and many other applications. The unit can move between floors using a standard passenger elevator and can turn around in a six foot aisle or hallway and fit through a standard door. In tight spots, corner rollers help protect property and machine.

The 6100 is designed to clean various surfaces. It can effectively clean carpets and is CRI green label approved and can also be used on concrete or VCT tile.

A unique glide-out hopper with large, built-in wheels easily moves and empties debris. The VCS™ filter-shaking system effectively cleans the dual filter and the fail-safe filter seal ensures dust control.

No-tool brush and filter change minimize downtime. Utility tray behind operator carries cleaning supplies to enhance productivity. Cleaning path: (one side brush) 30°.
59 LARGE BATTERY WALK-BEHIND SWEEPER

This unit has a 35" cleaning path with TwinMax™ sweeping technology. This technology allows you to clean your floors in a single pass with counter rotating brushes. This technology allows you to capture both small and large debris in one pass.

Features include:
- Maximum productivity and debris pick-up with TwinMax™ sweeping technology and dual side brushes for consistent edge sweeping
- Clean large areas quickly and easily with constant broom and drive motor, large path width, and 222 liters / 60L hopper capacity
- Self-propelled operation makes sweeping large areas quick and easy
- No-tool, fully adjustable side dual brushes
- Maintenance-free batteries

55 COMPACT BATTERY WALK-BEHIND SWEEPER

This unit has a 24" cleaning path with TwinMax™ sweeping technology. This technology allows you to clean your floors in a single pass with counter rotating brushes. This technology allows you to capture both small and large debris in one pass.

Features include:
- Maximum productivity and debris pick-up with TwinMax™ sweeping technology and dual side brushes for consistent edge sweeping
- 24 in / 620 mm sweeping path is perfect for tight spaces and sweeping around lockers and other obstacles
- Brush-assisted operation makes sweeping any area quick and easy
- No-tool, fully adjustable side brush
- Maintenance-free batteries
1610 22" DUAL TECHNOLOGY CARPET CLEANER
W/READYSPACE

This 22" dual technology carpet cleaner provides maximum cleaning power and flexibility. System includes both ReadySpace and Restorative Extraction capabilities. Carpets cleaned with 1610's ReadySpace technology are dry and ready for foot traffic in less than 30 minutes. Quicker turnaround times provide huge advantages: Reopen rooms and carpeted areas sooner and minimize disruption in locations with extended hours. For periodic restorative cleaning, this unit delivers unsurpassed extraction performance.

Features include:

- Dry carpets in under 30 minutes
- 21 gallon solution and recovery tanks
- Two extractor brushes
- Two ReadySpace rollers
- Four 265AH, 6 volt batteries and 20 amp charger
- Equipped with Solution/Wand Switch

Switch features include:

- Use of a wand in EITHER ReadySpace or Extraction
- Solution shut off in extraction. This allows greater water recovery in extraction and allows operator to make sharp 180 degree turns with excellent water recover.

E5 15" COMPACT, LOW PROFILE, CARPET EXTRACTOR

Achieve superior cleaning results in hard-to-reach areas without compromising productivity. The E5 has exceptionally powerful deep cleaning performance in congested areas. Benefits include: superior cleaning performance, easily deep clean around many obstacles, whisper quiet cleaning, and easy to use and maintain. This is a 5 Gallon unit with a 15" cleaning path.

Other Features:

- Superior carpet cleaning results from unparalleled deep cleaning technology
- Easy to fill, empty, and clean Hygienic® lift-off tanks offer a unique compact design
- Ergonomic handles and grips ensure easy pickup
- Improve productivity and cleaning results in congested and hard-to-reach areas with low-profile, compact design
- Reduce operator fatigue and improve productivity with low-effort pull back operation and Insta-Adjust ergonomic handle
- Quietly extract soils from carpet with true OSHA recognized 69 dBA sound levels
- Simple, 2 button controls with separate brush function
- Dual spray nozzles for consistent cleaning across the entire path
- Full service access to main operating components
KAI-VAC® NO-TOUCH CLEANING® SYSTEM KV1750

The KAI-VAC 1750 combines high capacity and compact size to deliver the highest value possible in this fast growing category. This unit includes a new removable “black box” engine compartment for rapid repair.

Designed for total soil removal, the KAI-VAC 1750 No-Touch Cleaning combines an indoor pressure washer, chemical injection and wet vacuum technologies onto a single space-efficient platform. Workers simply spray cleaning solution on fixtures and floors, blast the soils to the floor with a high-pressure water spray, then vacuum the floor dry. This enables them to deep clean restrooms, kitchens, stairwells, classrooms, hallways, and many other areas in one-third the time—without ever having to touch a contaminated surface. Besides cleaning better, it also cuts labor and chemical costs while raising worker morale and image. The KAI-VAC KV1750 system also accommodates a wide range of accessories, making it perfect for a variety of jobs anywhere in the building.

It's highly maneuverable design accommodates easy van loading and stair climbing, and completely removes soils from hard surfaces. The system reduces labor and chemical costs and improves job satisfaction.

Features include:
- Dual chemical injection
- 17 gal. water tank
- 500 psi pump
- 17 gal. recovery tank
- 130 in vacuum water lift
- 112 cfm air flow
- 120 volt 14.5 amp
- 45 ft. pressure line
- 45 ft. vacuum hose
- 50 ft. electric cord w/ GFCI
- 33 ft. slinky blow hose
- 8” flat proof non-marking tires
- UL approval
- 5” locking casters
- Quick-connect gun with variable spray and pressure
- Drain hose dump
- Dry vacuum tool
- “NEW” Removable “black box” engine compartment for rapid repair.

System includes the following:
- HEPA Filtration
- KAIHose-fill hose
- Vacuum wand
- Wet squeegee tool
- KAIBrush with handle
- Pack of metering tips
- Owner’s manual
- GFCI
- Muffler (65 decibels)
- Placard system
- KAI-Drain (instant drain)
- Rotationally molded tanks
- Window squeegee complete
- Stair climbing/van loading design
- Molded-in quart and gallon bottle holders
- Safety cap system
- Toilet dumping capability
OMNIFLEX SPRAY-AND-VAC SYSTEM OSVT50

Designed for total soil removal, the OmniFlex Spray-and-Vac system combines an indoor pressure washer, chemical injection and wet vacuum technologies onto a single space-efficient platform. Workers simply spray cleaning solution on fixtures and floors. Then, blast the soils to the floor with a high-pressure water spray, and finally vacuum the floor dry. This enables them to deep clean restrooms, kitchens, stairwells, classrooms, hallways, and many other areas in one-third the time—without ever having to touch a contaminated surface. Besides cleaning better, it also cuts labor and chemical costs while raising worker morale and image.

The OmniFlex Spray-and-Vac accommodates a wide range of accessories, making it perfect for a variety of jobs anywhere in the building. Plus, its modular design easily breaks apart for stair climbing and transport.

Features include:
- Single chemical injection
- 10 gal. water tank
- 500 psi pump
- 11.5 gal. recovery tank
- 120 in vacuum water lift
- 112 cfm air flow
- 120 volt 14.5 amp
- 32 ft. pressure line
- 45 ft. vacuum hose
- 25 ft. electric cord w/ GFCI
- 5’ flat proof non-marking tires

System includes the following:
- Built-in KaiMotion Flex Bucket
- Mohawk Grout Brush
- Vacuum wand
- Vac Brush squeegee head
- Pack of metering tips
- Owner’s manual
- GFCI
- Muffler (70 decibels)
- KaiDrain (instant drain)
- Rotationally molded tanks
- Window squeegee complete
- Stair climbing/van loading design
- Molded-in Super Tray for tool storage
- Safety cap system
- Toilet dumping capability
- Locking casters
- Quick-connect gun with variable spray and pressure
- Drain hose dump
- Dry vacuum bags
- “NEW” Removable “black box” engine compartment for rapid repair.
ULTRATRAK 5-IN-1 APPLICATION SYSTEM (28", 36" OR 48")

Fas-Trak Industries is proud to announce UltraTrak 5-in-1 application system. This pressurized floor finish/sealer and coatings applicator is extremely productive and easy to use.

We had the end-user in mind when state-of-art technology and common sense engineering were combined to create a productivity tool of choice for the facility service provider. It significantly reduces worker fatigue and chemical waste with fully adjustable flow selector for precise results.

- Apply finish at 18,650 square feet/hour
- Apply solvent/water based coatings
- Apply Glaze Restorer 2 to enhance and improve the floor life cycle and appearance levels
- Fully automatic and pressurized
- 5-7 hour run time per charge
- Eliminates product waste
- Eliminates baseboard build up and splash
- Cleans up in just a minute
- Use on all types of hard floor surfaces
1/2" & 20" E-GLIDE ELECTRIC ROTO

Designed for constant duty and operation, the E-Glide Roto now has a larger, more reliable motor delivering superior performance, exceptional durability and many hours of fast and efficient floor and carpet care. To be used in conjunction with Marble and Terrazzo Care QL and FS Tile and Grout QL programs.

The large stationary wheels allow greater maneuverability when transporting the machine, particularly in deep pile carpet and stairways. The optional splashguard has been designed to contain chemicals under the machine in order to reduce splashing on baseboards and walls.

Additional maintenance features include:
- Easy access handle assembly
- Solution tank and cord.

Features:
- Special steel coupling between the motor and gearbox
- Totally enclosed motor
- Heavy gauge steel epoxy powder coated frame
- Replaceable cord holder
- UL and CUL listed

Benefits:
- Allows the unit to be utilized in severe applications where a molded coupling would fail. Reduces the risk of damage to the gears
- Inhibits the external environment from damaging the motor
- For chemical resistance and strength
- Chrome-plated steel brush cover
- Cam-Action quick release lever
- Polyethylene solution tank
- Electro valve

- For chemical resistance and strength
- Permits easy handle adjustment
- Chemical resistance
- Permits fingertip controlled flow
DISPENSERS/ ENCLOSURES

8 STATION ENVERROS DISPENSER, (NEW MULTIFLEX 2014)
DUAL FLOW LOW & HIGH

The new EnVerros (Multiflex) Dispenser and Enclosures (see below) provide optimum storage, dilution, and dispensing of products. They will help you maintain high standards of product proportioning, while reducing waste, minimizing storage needs and improving product safety. Both dispensers are convenient, easy-to-use systems that operate with dial selector valves. Patented e-gap eductors prohibit backflow and eliminate the leading and spraying problems sometimes experienced with hard water deposits. Includes wall chart.

ENCLOSURE 2X1 GALLON FOR ENVERROS DISPENSER

Enclosures for EnVerros chemicals, updated design to match the new EnVerros dispensers (Multiflex) for 2014. Enclosures provide optimum storage and are available with or without locks.

One button dispensers and Product Storage Rack provide optimum storage, dilution, and dispensing of products.

WIRE PRODUCT RACK FOR CHEMICALS

Wire Product Storage Rack can be used with older EnVerros SpaceCare QL dispensers or with the new EnVerros (Multiflex) dispensers 2014. Provides storage of 4-1 gallon chemical containers.

MAGNETIC CAUTION WET FLOOR SIGN

Conveniently sized for everyday use. Magnetic caution signs that are easily affixed where care and safety is required during maintenance.

CAUTION
WET FLOOR
PLASTIC WET FLOOR CAUTION SIGN
Ideal for work areas that need to be clearly marked when mopping floors, cleaning or performing routine maintenance. 26” high, easel-type with two sided imprint, multilingual message.

SPRAYMAKER - REGULAR

EZ FILL 5 GALLON CONTAINER WITH FAUCET
Heavy-duty 5 gallon container designed for easy filling and pouring. Features include:
- 53 mm angled front opening - easy filling of RTU chemical concentrates.
- 38 mm top vent opening - accepts standard 3/4” garden hose or any proportioning tubing.
- Cap faucet - no leaks. Tight fit with easy on/off handle.
- Embossed 1/2 gallon graduations for accurate mixing.

SATELLITE MOBILE BUCKET FILLING SYSTEM

UNIVERSAL 6' X 3/8" ID HOSE, OPTIONAL
UNIVERSAL FAUCET ADAPTER/WATER CONNECTOR, OPTIONAL
Portable, mobile, bucket fill system requires no fixed plumbing installation. It goes anywhere you can find water and carry your chemicals. Has integrated backflow protection and AccuPro flow control. System includes unit, metering tip kit and instruction sheet. Also available for order is a universal hose and adapter.
MICRO FIBER PRODUCTS

HANDLES AND FRAMES

- **Mop Handle Pole**—Microfiber Anodized Aluminum telescopic mop handle pole extends up to 70”.

- **Pad Holders (18”, 24”, and 36”)**—Lightweight aluminum head, use with Microfiber pads or Microfiber looped dust mops. Includes two Velcro strips to hold pad, rivets to hold Velcro, and swivel mount that attaches to #41777 mop handle pole. Swivel mount has a lock feature to use for wall washing or similar applications. SMT-DB18ALM and SMT-DB24ALM are NEW in 2013 with sturdy, universal style connector that can be used with #41777 mop handle pole or most other standard mop poles.

- **Micro Fiber Pads (18”, 24”)**—The Microfiber Pad is a flat pad that is used with the Microfiber pad holder. Pads are capable of holding six times their own weight in fluid. Liquids are drawn into the fiber by use of capillary action, but are easily released by rinsing or laundering. A Velcro backing attaches the pad to the holder with ease.

WADS/MITTS/CLOTHS

- **Micro Fiber High Duster Sleeve, Black & White**—Microfiber high duster sleeve to be used with flexible frame #41883. For general cleaning.

- **Micro Fiber Mitt**—Black and White Microfiber mitt refill for use with #42033 or #42035 wood handle frame combo or #41884 non wood rigid high duster frame. Has Velcro on inside of sleeve to allow secure fit for the pipe duster tool. See standard frame catalog section for additional info.

- **Magi-Cloth Micro Fiber**—This 16” x 16” blue cloth provides superior cleaning ability over traditional cleaning cloths. The non-linting fibers aggressively remove soil from non-porous surfaces, and can be laundered with pads.

- **Towel, Micro Fiber**—This 16” x 16” green cloth provides superior cleaning ability over traditional cleaning cloths. The non-lint fibers aggressively remove soil from non-porous surfaces, and can be laundered with pads.
STRING WET MOP

- **Blue Microfiber Looped String Wet Mop**— Conventional style 100% microfiber blue looped damp/wet mop. Standard 1" headband and double tail-band. Super absorbent and launderable. Use with handle with plastic holder # 41126.

DUST MOPS

- **Looped Dust Mops (18", 24", 36" and 48")**— Traditional looped end Microfiber mop makes mopping easy and efficient. Lightweight and super absorbent, these durable launderable mops offer superior cleaning and lint free productivity. These Velcro back mops for use with Microfiber pad holders & handle pole #41777.

- **Looped Dust Mop (18", 24", 36" and 48")**— Traditional looped end Microfiber mop makes mopping easy and efficient. Lightweight and super absorbent, these durable launderable mops offer superior cleaning and lint free productivity. These Slant back mops for use with our standard dust mop frames (see frame section) and handle #420006 or #420006.

BRUSH/LAUNDRY BAG

- **Microfiber Brush**— The hand-held Microfiber Pad Cleaning Brush is designed to effectively remove soil, debris, hair and lint from the Micro Pad. The rows of fine bristles easily brush debris free from the Microfiber Pad into a trash receptacle.

- **Netted Laundry Bag**— White industrial mesh, 24x30 size with convenient zipper closure. Corner ID Patch. Used for both wet and Microfiber mops. Sold in packages of 12.

CONTAINERS

- **Plastic Container & Lid - Micro Fiber Cloth**— Covered container holds Microfiber cloths.

- **Plastic Container & Lid - Micro Fiber Pad**— This container holds up to two dozen Microfiber pads pre-moistened with cleaning solution. Use with lid, item# 41771. 2/08 - Switch to black container which contains 80% or more of pre-consumer regrind material.
CART AND REPLACEMENT BAGS

CARTS

- Plastic Molded Janitor Cart — Grey with Bag — This strong, durable, easy-to-maneuver janitor cart keeps supplies and tools handy for quick use.

- 6 Bushel Waste Wagon cart with shelf — Waste Wagon Service cart with shelf, holds six (6) bushels of waste. Replacement bags shown below and disposable liners can be ordered from supplies distributors.

REPLACEMENT BAGS

- Replacement Bag, gray nylon w/ sewn eyelets, Aramark logo — Replacement nylon cart bag with new Aramark logo (2014) for the plastic molded Custodial/Janitorial Cart

- Replacement Bag, gray nylon w/ velcro top, Aramark logo. For Aramark Stainless Steel Geerpres carts — Replacement nylon cart bag w/ Velcro top & Aramark logo for Aramark specified, Geerpres SS housekeeping carts.

- Replacement Bag, Nylon w/ Aramark logo. For 6 Bushel waste wagon cart — Replacement nylon cart bag w/ grommets & Aramark logo for Aramark specified, Geerpres waste wagon cart.

- Replacement Caddy bag with pockets, NO LOGO. Use with 6 Bushel waste wagon cart — Replacement nylon caddy bag with Velcro top, NO logo. Use on waste wagon cart as an addition to the main nylon bag # 41616.
MISCELLANEOUS PRODUCTS

BOWL MOP
Has a 12" white handle and 4 1/2" duralon mop head. To be used with #41501, bowl mop container.

BOWL MOP CONTAINER/CADDY
For use with bowl mop 204.

BOTTLE CADDY/ CARRIER
Gray bottle caddy/carrier with high, comfortable handle. High sides prevent bottles from falling out, use insert to hold quart bottles. Order insert #18031 separately. Great to carry bowl mop, bowl mop container and 24oz. ready-to-use bottles.

28" WOOL DUSTERS
Dusting is now easier than ever. Made of 100% Lamb's Wool, it picks up the dust like a magnet. Ideal for use on broad, flat surfaces, but also conforms easily to irregular surfaces.

NETTED LAMINATE BAGS
White Industrial mesh, 24x30 size with convenient zipper closure. Corner ID Patch. Used for both wet and Micro Fiber mops. Sold in packages of 12.

TOWELS, TERRY
Our multi-purpose, absorbent towels are excellent for all your everyday cleaning needs. These medium weight white towels will withstand heavy use and are easy to launder. Available in two convenient sizes.

TERRY CLEANING RAGS
Our multi-purpose, absorbent cleaning rags are 100% cotton with finished edges.

HUSKEE SWEEPER W/BRUSH AGITATION
This 9 1/2" wide commercial sweeper has horsehair and boar brush agitation and a 180 degree handle. Low profile design and textured paint that resists scratches, while allowing unit to lay flat to go under furniture. Rubber bumpers prevent wall and door damage.

FLIP TOP
For use with 24/32 oz. bottle with a 28/400 neck finish.
UPRIGHT VACUUMS

V-6P-6 BACKPACK VACUUM - TENNANT

Enhanced safety features, such as added strain relief, 67 dBA noise level and 4-stage filtration with HEPA means you can clean safer and protect your investment. Efficiently carrying only 13 lbs, the ergonomic Deuter® branded hiking harness is designed to decrease muscle fatigue and maximize operator comfort and mobility. Standard with HEPA 4-stage filtration, high efficiency (99.97%) at 0.3 micron. This 6 Quart capacity backpack vacuum comes equipped with premium tools including the Sidewinder kit. Ideal for vacuuming schools, office buildings, healthcare facilities or any large, high-traffic area.

Features include:
- 1200 Watt/10 Amp Vacuum Motor, 1.6 HP
- 111 CFM Airflow
- 119” Water Lift
- 67 dBA
- UL approved
- Includes: 50’ Safety Cord with dual strain relief and quick disconnect
- Certified Gold with high performance tool.

UPRIGHT VACUUM - TENNANT V-SMU-14

Reduce maintenance costs and down time. The V-SMU-14 eliminates four key issues that cause vacuums to fail, thus increasing productivity and lowering service costs versus current commercial vacs. Major components have been proven in commercial applications for over 10 years. This vacuum delivers high value at operating costs up to 56% less than other commercial vacuums. Standard with HEPA 3-stage filtration, the vacuum's cleaning performance is also certified Silver by the Carpet and Rug Institute's (CRI) Seal of Approval Program.

Features include:
- CRI Seal of Approval (Silver) - Vacuums
- Less than 70dBA for quiet daytime cleaning
- Onboard crevice and upholstery tools
- Certified H.E.P.A. filter standard
- No-tool brush and belt replacement
- 50 foot safety yellow cord
SINGLE MOTOR UPRIGHT VACUUM, ADVANCE VU500

Better dirt pickup – Better filtration – Better value.
The Advance VU-500-IS 15" single-motor upright vacuum delivers
exceptional cleaning performance, is easy to use, and easy to maintain
and it’s designed to withstand stringent environmental requirements.
Three stage filtration system with true HEPA filtration. Unique design
features provide exceptional maneuverability in tight spaces, increasing
operator efficiency. A two-stage, 1,000 watt motor allows operators to
pull dirt and dust from carpets in a single cleaning pass.

Features include:
- Onboard tools: 4:1 stretch hose, wand, crevice tool, spare filter bag
- CRI Seal of Approval (silver) – Vacuums
- 68 dB A for quiet daytime cleaning
- 3-stage filtration
- Certified H.E.P.A. filter standard
- Auto brush height adjustment
- Tools-free removable brush
- 50 foot detachable cord (gray)

SPECTRUM 180 UPRIGHT VACUUM

More Productivity – Better filtration – Better value.
The Spectrum dual-motor upright vacuum delivers the superior
performance results where it matters most: dirt pickup and filtration. The
Spectrum dual-motor vacuum has a total of 1,350 watts of power. The
single-pass power results in greater productivity. The unique design of the
power head creates a seal with the carpet surface to agitate and capture
dirt and dust that other vacuums miss.

Available in an 18 inch cleaning path, the Spectrum comes with a full
complement of tools and user-friendly design features. Operators will
appreciate the versatile quick-draw detailing wand, simple brush and handle
height adjustments and convenient cord restraint and storage features.
Vacuum maintenance is simple thanks to features such as a bag full/clog
indicator light, unique quick-change bag design, and a service-free belt
system with a two-year warranty.

Features include:
- CRI Seal of Approval – Vacuums
- 69 dB A for quiet daytime cleaning
- 3-stage filtration
- Certified H.E.P.A. filter standard
- Tools-free removable brush
- 50 foot safety yellow cord
### SQUARE SCRUB

- Screen Gym Floors up to 10,000 sq ft/hour with 120 grit sandscreen
- Prep Wax VCT Surfaces up to 3,600 sq ft/hour with SQP Oad
- Transport Weight - 81lbs (w/No Weights or Handle)
- Total Assembled Weight - 216 lbs
- 1.5 hp Motor
- 3450 rpm
- Operating Sound Output 69 dba
- Power Cord (50 ft)
- 6" x 2" Non-Marking Wheel with Ball Bearings
- Works on Any Floor
- Works on Wet or Dry Surfaces
- Adjustable Handle

### OPTIONAL FEATURES
- Two-Piece Handle
- Built-in Hour Meter

### Technical Information

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<th>Feature</th>
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*Note: Specifications are subject to change without notice*
Dollar Value of Annual Expenditure

Aramark will be utilizing Orbio's innovative Blue Cleaning Program (electrically activated water [EAW]) in Section 6: Operation Plans and Policies, page 6.23) for the majority of our daily use chemicals, however, we will be supplementing our Blue Cleaning Program with the cleaning supplies listed below. Aramark has included $211,834 in our proposal for custodial supplies.

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Aramark's Custodial System Program

Aramark's Custodial Program is an integrated system, designed to employ state-of-the-art technologies and cleaning methods to ensure a healthy learning and working environment that promotes learning. We'll continue to help maintain comfortable, clean facilities; reduce Rockford Public School District No. 205 District's environmental footprint; and decrease upkeep costs.

Our Custodial Program drives the following results:

- Clean, safe, healthy environments for learning and working
- Maximization of asset life
  - Preserving the quality and longevity of your District's floors, floor coverings, and other surfaces
  - Increasing building quality and ensuring consistency throughout the District
- Budget management and savings optimization
  - Controlling costs and improving overall departmental efficiencies with industry-leading cleaning systems
  - Leveraging national discount programs for supplies and chemicals
- Enhanced employee training, development, productivity, and engagement, which leads to:
  - Improved response time
  - Reduced turnover and increased morale among support employees
- Reduction of the use of chemicals through green technology that uses electrically activated water to yield superb results
- Elevated customer satisfaction among your District's stakeholders, students, faculty, staff, and community due to clean and healthy environments

Our Custodial Program Approach

- Employs industry-leading, proprietary cleaning systems
- Designs and implements clearly defined work schedules using proven and field-tested work standards
- Introduces a fully integrated process for project execution and a corresponding training program, which address appropriate equipment, cleaning products, and procedures
- Develops and practices standard operations policy and procedures that incorporate requirements made by all applicable state and federal agencies
- Trains staff members to continually evaluate their work, ensuring that the result is best-in-class service
- Continually seeks solutions that support environmental stewardship and sustainability
QUANTUM LEAP

Aramark has invested extensive resources into the research and development of our proprietary Quantum Leap Innovation™ professional cleaning systems.

The Aramark Quantum Leap Innovation (QL) platform is a results-oriented, systems-approach to cleaning that provides the most innovative support solutions to our school district clients. Each QL cleaning system:

- Is developed with a focus on innovation and the use of state-of-the-art technology in four areas—product, process, equipment, and training
- Undergoes extensive lab testing and field verification and is supported before, during, and after implementation by a team of corporate cleaning professionals

For your District, the Aramark comprehensive Quantum Leap cleaning system will:

- Determine the optimal strategy for service delivery.
- Maximize quality, productivity, and safety.
- Increase asset preservation for District facilities.
- Enhance the skill level and job satisfaction of custodial employees.

Quantum Leap Proprietary Programs

As part of a successful custodial program for Rockford Public School District No. 205 District, Aramark will implement our proprietary systems, including:

- SpaceCare
- FloorCare
- TouchlessCare
SpaceCare QL
An innovative, integrated system for routine, daily cleaning of rooms. SpaceCare QL improves quality and productivity by using new concepts that shift the focus of routine cleaning; reducing the number of products, tools, and supplies; and simplifying cleaning processes and training. The flexibility of the SpaceCare QL System allows for detail work on a weekly basis and the completion of urgent or emergency tasks.

**SPACECARE QL BENEFITS**
- Improved quality
- Higher productivity
- Reduced costs
- Easy training
- Reduced product, process, and equipment confusion

FloorCare QL
This unique system revolutionizes the care of flooring, using new and innovative equipment, products, and processes to maximize quality, productivity, and safety.

**FLOORCARE QL BENEFITS**
- Clean, well-maintained carpet
- Reduced maintenance costs
- Productivity increases ranging from 20 – 80 percent
- Improvement in morale, due to improved job execution processes

CarpetCare QL
CarpetCare QL is an innovative system for cleaning and maintaining the appearance of commercial carpets. This unique system of high speed equipment and specific products has been designed to reduce labor and increase productivity for maintenance on carpeted surfaces.
Touchless Cleaning QL

Touch-free surface cleaning brings together the leading-edge technology of the Diversey Care product line, innovative Kaivac equipment, and the Aramark Touchless Cleaning System. Employed exclusively in Aramark-managed facilities, this specialized system is for use in wet cleanable areas. It includes general purpose and neutral cleaners, degreasers, and disinfectants, and it is designed to clean restrooms, locker rooms, showers, corridors, and classroom areas.

TOUCHLESS CLEANING QL BENEFITS

- Productivity enhancement by allowing workers to clean large restrooms in about half the time required with manual procedures
- Improved cleaning quality due to the ability to clean places that traditional cleaning processes do not reach, such as behind wall-mounted objects, in corners, and under sinks and toilets (These areas harbor bacteria that can produce malodors, detracting from an otherwise clean-looking area.)
- Improved employee morale and elevation of worker dignity by providing employees with a method to clean restrooms more effectively and more quickly while enabling them to complete the task without physically touching the toilets or urinals
- Improved safety while ensuring effective results, as well as improved ergonomics
If appropriate for your District, we also will use:

**Tile and grout QL**

The system uses new concepts to bring out the beauty of unglazed ceramic tile floors without the application or maintenance requirements of using a floor finish. With a two-step process using an enzyme-activated cleaner, this system produces a level of cleanliness and appearance that cannot be matched by conventional procedures.

**TILE AND GROUT QL BENEFITS**

- Digestion of soils and prevention of buildup that cause stains and odors to keep floors smelling clean and fresh
- Efficient, long-lasting process requires minimal maintenance
- Easy-to-learn system
- Reduction of project labor hours

**Marble and Terrazzo QL**

This innovative system improves the appearance of natural stone floors, such as marble and terrazzo, without the application or maintenance requirements of using a floor finish. With an easy-to-use, low-odor special paste that polishes floors much like a rubbing compound brings out the natural shine on a car's finish, the system produces excellent results on most types of marble, cement-based, and epoxy-based terrazzo floors.
Green Cleaning Program

Aramark's Green Cleaning Program is more than a scientifically proven process; it represents our commitment to your District's environmental stewardship and safe, healthy indoor environment. We will continue to work closely with our clients to deliver innovative solutions that support environmental stewardship, sustainability, and thriving school communities.

Our Green Cleaning Program Defined

Our green cleaning approach is based on more than 50 years of Aramark facility management experience. The Aramark SpaceCare QL cleaning system drives our program with standardized techniques and tasks; concentrated effort on daily cleaning; and high-functioning, supplies, tools, and products that meet stringent environmental standards.

Aramark partners with Diversey Care to develop and provide industry-leading Green Seal-approved products, which include:

- **Glance** Glass and Multi-Surface Cleaner—Streak-free, non-ammoniac glass cleaner that meets Green Seal and GREENGUARD standards.

- **Crew** Bathroom Cleaner—Mildly acidic liquid cleaner specifically developed to remove soap scum and hard water deposits from most restroom surfaces that meets Green Seal and GREENGUARD standards.

- **Stride** Citrus HC Neutral Cleaner—A non-alkaline formulation for daily use on floors, walls, and other washable surfaces that meets Green Seal standards.

- **ec-H2O**—The environmental benefits of this electrically converted water include reduced chemical production and reduced water consumption by up to 70 percent. Floor scrubbers deliver an advanced state of safety and cleanliness available with ec-H2O technology.
Sample products include the following:

- **Glance** NA Glass & Multi-Surface Non-Acidic Cleaner
- **Virax** II 256 One-Step Disinfectant Cleaner & Sanitizing
- **Stride** Citrus HC Natural Cleaner
- **Crew** Bathroom Cleaner & Scale Remover

**Dispenser**
- Press product selection dial to signal desired product
- Place compatible pack under dispenser hose and push in towards the back of the dispenser
- Product will begin to dispense

**Application**
- Squeeze on hospital cleaning cloth or sponge
- Use compatible pack for varied cleaning applications

**Surfaces**
- Wood
- Leather
- Opaque Tint
- Glass
- Stone

**Floor Cleaning**
- Push compatible pack in & RTU solution
- Clean floor using cloth or mop pad

1. Push Crew® Bathroom Cleaner pack into top of dispenser and apply to bowl and underside of seats.
2. Clean toilet and underside of seats. Dispense and wipe seat, lid and seat cover and at the base of the bowl.
3. Push towel and thoroughly rinse off the toilet bowl. A towel MUST be disinfected with Virax® II 256 after using Crew® Bathroom Cleaner.
Green Cleaning Benefits

Studies show that green cleaning programs in K-12 schools contribute to the well-being of both students and the administration. With the successful implementation of green cleaning programs, your District will gain a healthier, more productive environment for the entire District community.

Our green cleaning program will continue to help Rockford Public School District No. 205 District promote beneficial results in these key areas:

**HEALTH AND WELLNESS**
- Enhanced student and teacher comfort
- Improvements in overall health and safety
- Reduction of long-term health issues
- Increased student productivity and higher test scores
- Better student attendance rates
- More frequent visitation by parents and community
- Attraction and retention of well-qualified teachers and administrators
- Increased open space and day lighting inside schools

**ENVIRONMENTAL PROTECTION**
- Use of safer chemicals to protect users while minimizing environmental damage
- Reduced packaging and transportation impact through the use of concentrated products
- Water reduction
- Energy savings

**COST-EFFECTIVE SERVICE**
- Reduction of cleaning product quantity required for daily cleaning
- Cost savings from transition from ready-to-use to concentrated products
- Reduced staff turnover as a result of worker safety priority

Green Cleaning Assessment

Aramark will continue to collaborate with Rockford Public School District No. 205 District’s school administrators and staff to determine the green cleaning program that best meets the District’s needs. Our green cleaning assessment outlines the following:

- Green cleaning policy and vision
- Green operating practices (including current and future plans)
- Training program to achieve “green goals”
- Administration of customer satisfaction surveys to gauge your District’s needs
- Leadership in Energy and Environmental Design (LEED®) certification alignment
- Distribution of educational literature on Aramark’s green product line

We will focus on engaged collaboration and education with your District to develop, customize, and improve Rockford Public School District No. 205 District’s green cleaning solutions while continually elevating the service level we deliver and our corporate and social responsibilities.
Custodial CCMS

Aramark's custodial program uses WebTMA for the day-to-day management and support of your custodial services operation. Access to the latest information on products, equipment, work processes, and codes and regulations also is available to you.

- **Production Scheduling**—Production scheduling details your entire inventory and produces work schedules based on tested production standards, which allows us to clean Rockford Public School District No. 205 District as efficiently and effectively as possible. This portion of the program optimizes schedules for your employees and improves time management.

- **Quality Control**—Quality control is used to track areas where improvements are being made, areas that need more attention, or employees who need additional training. It encompasses all inspections performed by supervisors and managers. This data can be categorized by employee, supervisor, or building.

- **Personnel Management**—This module tracks each employee’s training records, performance, and any necessary correspondence, addressing both positive and concern areas.

- **Financial Management**—Financial management is crucial to effective cost control and aids in reducing cost. This module records all labor costs, supply expenditures, equipment outlays, and overtime, including both reimbursable and non-reimbursable items. It also lists each individual’s production time, sick time, holidays, and overtime by number of hours and actual cost. The program reports where and when dollars are spent according to each building or individual.

- **Inventory Management**—Inventory management ensures you receive the most value from your supplies and equipment expenditures. We inventory all existing supplies and equipment, provide a detailed list of all equipment, and assist in a life cycle analysis of the capital equipment. Each piece of equipment that is retired and replaced is noted. Restroom supplies are monitored using this inventory management. The inventory system includes automatic recording and automatic generation of accurate inventory status information.

- **Program Evaluation**—This report evaluates the training programs we offer. It covers employees who lack training as well as all employees hired during the past 60 days who have participated in training. Program evaluation also tracks monthly dollar calculations and other department expenses.
Operation Plans and Policies

The following pages include information regarding:

- Transition
- Quality control procedures
- Complaint resolution process
- Process for determining customer satisfaction
- Customer satisfaction results and comparisons
Aramark has a wide range of experience managing change processes in school districts across the country. We understand that organizations tend to have a heightened level of awareness during the time of transition. As a result, we have developed the skills and tools needed to help organizations cope and even thrive during periods of great change.

During the transition period, we will collaboratively assemble a flexible and focused transition plan for Rockford Public School District No. 205. This plan will draw on the expertise of our technical and management staff.

Specifically, We Will:

- Provide dedicated resources and a detailed timeline as we transition.
- Analyze how current operations tie directly to the customized plan for the District.
- Focus on employee and student experience (with minimal distraction).
- Create an ongoing communication via a 30-, 60-, and 90-day action plan.

Focus On Employees

Over the past few years, we have transitioned hundreds of employees and developed a well-defined transition process. Our goal is to ensure transitioning employees are paid accurately and on time and we strive for timely health and wellness plan enrollment.

The Process

The 30-day period following the award of the contract will include meetings with District constituents and facility services personnel, installing operating and financial control systems, and building confidence in the new management. During that period, we will finalize a customized transition plan for Rockford Public School District No. 205.

Customized Transition Plan

The events of an effective transition and our involvement prior to commencement of services are identified in the transition or start-up schedule. This schedule has been developed over time and has proven to be successful in all of our engagements. We ensure that all personnel, systems, and preparations are in place prior to the start of service. Our intent is to create a seamless transition between management organizations so that your District experiences no disruption in service delivery and custodial services staff members are comfortable with new leadership.

Following the start-up of a new engagement, we identify major programmatic areas for attention. These are typically consolidated into a 30-, 60-, 90-day implementation plan. The objective of this plan is to identify and address the highest priority areas to facilitate change and improvement.
Transition Plan Implementation

Aramark provides Rockford Public School District No. 205 with maximum control over the timing and magnitude of the outcomes you want to achieve.

Pre-Implementation Support

Following contract award, an opening action plan that identifies the tasks to be accomplished during each stage of the implementation is created. Our regional staff and support resources play a critical role during the transition process and remain closely involved with the on-site team throughout implementation.

Communication Plan

Prior to implementation, Aramark works with you to communicate to your staff and community the reasons for change, the value of those changes to the organization, and any individual personal impact. We work with your human resources team to build a unified team such that all who participate in the transition feel valued, wanted, and welcome.

Implementation

Our on-site and transition team works closely with your organization to minimize disruption, ensuring that all feel they are an integral part of the process. Employees have ample opportunity to learn how our services will affect their work and personal life and voice any concerns. Your staff participates in employee orientation meetings, completes an aptitude survey, and receives frequent communications explaining changes. They also receive extensive training.

Employee Transition

We carefully transition current staff to our payroll and benefits systems and orient them to Aramark. Aramark’s regional management and human resources team will meet with facility services employees to discuss the transition, share our vision for the District, and answer employee questions. We recognize that change can be difficult, and this meeting will help develop a climate of open communication and demonstrate that Aramark values each employee. In some situations, current employees may be joining the Aramark payroll. In that case, our first meeting will also focus on addressing important topics such as wages, benefits, school assignments, and training.

The following pages provide our approach to Change Management and the Transition Process:
Change Management and The Transition Process

SUCCESSFUL TRANSITION METHODOLOGY

3 Cs OF TRANSITION
- Communication
- Collaboration
- Commitment

HR SUPPORT AND PROCESSES
- Organizational Effectiveness—Change
- Recruiting and Hiring Process
- Onboarding Process

OPERATIONS - TRANSITION AND START-UP
- POP Weekly Meeting
- OPX, DM—Start-up Plans

Partnership Opening Plan
Elements of the Partnership Opening Plan

ASSESS THE ENVIRONMENT
• Partnership Retreat for Strategy Alignment
• Change Readiness Assessment
• Baseline Operational Audit
• Strengths and Opportunities (SWOT) Analysis

PLAN FOR THE TRANSITION
• Target State—120-Day Plan and One-Year Plan
• District Communication Plan
• Employee Focused Transition Plan
• Education/Training Plan
• Operational/Safety Plan
• Community Engagement Plan
• Financial Plan

COMMUNICATE THE TRANSITION
• New Employee and Management Teams
• Faculty/Administration and Staff
• Principal Resource Guide

TRANSITION THE WORK
• Phased Install of Processes, Systems, and Procedures
• Provide Clearly Defined Roles and Expectations
• Implement Progress Measures and Outcomes
• Mitigate People Risks to Minimize Disruption
• Implement Weekly Stakeholder and Associate Check-In

EVALUATE AND ALIGN THE OUTCOMES
• Evaluate Change Acceptance
• Evaluate Systems, Structures, and Processes
• Evaluate Skills Gap
• Measure Performance Metrics
• Communicate Progress with Key Stakeholders
• Assess Leadership Alignment (Performance)

OPTIMIZE THE RESULTS
• Adjust Integration Process
• Develop and Deliver Skills Gap Training
• Adjust Communication Process
• Adjust and Refine Operations
• Continuous Improvement
Sample transition plan

- **Matrix driven** with multiple teams, timelines, and program areas
- **Designed** to ensure no service disruption to campus community
- **Quickly** puts employees at ease
- **Ultimately** moves custodial operations to a higher level of performance
Pre-opening Activities Sample

- Pre-Opening Activities
  - New Project Center Opening Notice
  - Obtain Written Confirmation of Contract Award
  - Complete and execute letter of intent (LOI)
  - Obtain NF-9 and Tax Exempt Certificate from State Client
  - Secure Tax ID Number
  - Request and obtain Certificate of Insurance
  - High Priority Items
  - Warehouse space for equipment sets (sized and staged)
  - HR Ability to Proper People Embarking
  - Final Two Weeks Contractor Ovap and Assessment
  - Facility space cleanliness
  - Information Technology
  - Determine IT Storage for Campus
  - IT Office Setup

- Determine process and order district/university email accounts for paramedics, management team members
- Request Office Telephones and Phone Numbers
- Order/rent needed phones
- Fax for computer or verify existing connection
- Request Internet Access/Network Routers
- Ensure Internet access for transition team support teams
- Validate that all moving internet at all locations and central office where we inherit PCA
- Contact District/University IT for network PCs to copy/transfer/scan
- Set up email address and fax access for new management employees
- Determine Security/Office Location
- Computers/Printer Setup
- Order Computers
- Order Printers
- Order Copiers
- Arrange for lease and installation of copier/scanner/printer (all in one)
- Order Office Furniture
- Order Lockable File Cabinets
- Order Office Supplies
- Set up Office Mail account
- Validate Office Mail account
- Set up FedEx account
- Purchase basic tools

- Set up district/university access
- Request/Purchase Parking Passes for management and transition team members
- Review Proposal & Client Objectives
- Review contract, including KPIs, with key management staff
- Hand off meeting between sales and operations
- Client's Organization & Process
- Create list of necessary/design client usability and routine contacts
- Review client index & regulations
- Ensure all transition team and on-site staff are aware of these policies
- Review facilities
- Check with client for space inventories
- Check with facility with administrative

- Complete Initial/Opening Inventory and Attach to Contract (inventory Product, supplies and equipment)
  - Conduct inspection of all existing facilities and determine improvements, repairs needed
  - Capital equipment ordered/delivered
  - Establish find day or expansion service

- FLM blend - Solar FLM name to the description column
- Determine regional and off-site resource needs & communicate to Region Lead/PMP Support Team

- Fleet Vehicles
  - Inventory Current Vehicles
  - Determine which Vehicles to Purchase
  - Generate CCR for current Vehicle Purchases
  - Determine if Fleet Vehicles are needed
  - Determine if FOT vehicles are needed
  - Obtain quotes for needed vehicles
  - Generate CCR for Fleet Vehicles
  - Order Fleet Vehicles
  - Setup Fleet Rents
  - Start-up Cost Tracker

- Determine which expenses should be tracked
- Outline process for communicating start-up expenses to FLM and FMO
- Communicate process to those who need to report start-up expenses
- Contract Labor Assessment (if applicable)
Work Plans/Schedules

A key component of our custodial program is clear and concise work plans/schedules that enable our staff to effectively and efficiently complete all work assignments needed to meet the expected scope of work each and every day. The work plans/schedules are developed as follows:

- Complete a full space inventory of every building identifying space types, floor types, fixture counts, etc.
- Enter the space data into our Computerized Custodial Management system and establish the space database.
- The database contains our proprietary work-loading data for tasks, frequencies, and time standards base upon the level of high efficiency implementation.
- Work schedules are then generated from the CCMS and verified.
- All staff are thoroughly trained on their respective work schedules.

The following is sample work schedule template:
Quality Control Procedures

Quality Assurance

Quality control is central to Aramark’s equation for excellence. True collaboration begins and ends with open lines of communication. We have built this communication into our approach, and we are committed to working with Rockford Public School District No. 205 District to achieve the highest standards of responsiveness.

Aramark—Quality Control Program

Our over-riding priority is to advance the overall mission, goals, and objectives of Rockford Public School District No. 205 District by providing an attractive, clean, safe, properly maintained, and healthy environment for the students, faculty, staff, trustees, alumni, parents, and the general community. An extremely important component of our overall operation is a comprehensive quality control program with effective quality control practices to align with expectations, priorities, goals, and objectives. Continuous improvement is a key component of any quality control program. As we find opportunities for improving performance, we focus on the necessary steps to implement a sustainable solution. Highlights of our program include:

- Proven methodology
- Meaningful customer and client engagement
- Innovative inspection technology
- Proprietary benchmarking and best practices
- Customer Support Center
- Performance agreement

We embrace five integrated components that differentiate our quality assurance and quality control process and allow us to deliver consistency and satisfaction.

<table>
<thead>
<tr>
<th>1</th>
<th>INSPECTION</th>
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<tbody>
<tr>
<td>Our I-QC™ mobile inspection process allows for real-time identification of deficiencies and accelerates corrective action.</td>
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<tr>
<th>2</th>
<th>SURVEYS</th>
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<tr>
<td>Through surveys we gauge perception and assess performance on both short-term and long-term horizons.</td>
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</table>

<table>
<thead>
<tr>
<th>3</th>
<th>TRAINING</th>
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<tbody>
<tr>
<td>Instruction in technical skills and customer interface are constantly delivered.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4</th>
<th>REPORTING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular reporting and continual feedback is a welcome opportunity to assess performance and offer innovative solutions.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5</th>
<th>DASHBOARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real-time Key performance indicators provide insight and guidance to future success.</td>
<td></td>
</tr>
</tbody>
</table>
I-QC Inspection Process

Our mobile inspection application allows for real-time facilities inspection and issues alerts for deficiencies that require immediate remediation. Data feeds directly into cloud-based dashboards/reporting functions that will analyze and aggregate our performance.

Our inspection process is directly tied to agreed-upon APPA levels, or other desired performance standards. Through our process, your institution will receive:

- **Faster Decision Making**—By using real-time reporting
- **Centralized Database**—For all field reports so trends and insights can be uncovered
- **Improved Response Times**—To corrective action item
- **Increased Efficiency**—In both data collection and analysis
- **Better Data**—Through photo documentation and GPS location stamping

CERTIFIED INSPECTORS

We will provide inspectors who are certified in the I-QC process. Inspectors are trained and required to demonstrate the ability to identify deficiencies and stipulate where corrective action is required.

PROCESS

Inspections are highly structured and each certified inspector is expected to make 8-10 assessment per day, five days a week. Data from inspections are aggregated and continually monitored. The more data collected, the more facts and benchmarks are available to guide decision making.

MOBILE TECHNOLOGY

A mobile app facilitates the inspection process and real-time corrective action. The graphic below shows the decision protocol using the mobile technology.

Our Mobile App features will:

- Complete inspections based on GPS location
- Provide inspection history and the ability to share in real-time
- Save data until submitted even if connection is lost or battery dies
- Allow inspections online or offline
- Include maps and directions
- Provide fast data entry

The visual inspection protocol for the space is as follows:

Geo-sensitive, dynamic technology changes based on inspector location

1. **SELECT** space type
2. **ENTER** room inspect ceiling
3. **WALK CLOCKWISE** inspect walls and mounted dispensers
4. **RETURN** to door and inspect horizontal surfaces
5. **RETURN** to door and inspect floor; pay close attention to corners
The graphic (right) shows the decision protocol using the mobile technology to complete an inspection.

Your perception of our service is one of the most important variables of how we assess our performance and modify our delivery as appropriate. Through surveys we are able to gauge perception and performance on both short-term and long-term horizons.

**SERVICE REQUEST SURVEY**

The service request survey follows the delivery of any daily service in response to a maintenance or service request, each requester receives a brief survey to assess their satisfaction with the timeliness, completeness, and cleanliness of our work.

**FACILITY FOCUS**

Facility FOCUS is our customer satisfaction survey process. We annually survey students, faculty, and staff to understand their areas of importance and perception of our performance. This information is used for trending as well as to adjust our service to you.

**CLIENT SATISFACTION SURVEY**

A Client Satisfaction survey will be annually provided to your senior leadership to further assess our performance and areas for improvement.

The effectiveness of the overall program is in our ability to relate the findings back to operational improvement opportunities. The inspection data that we gather every day guides our selection of training subjects. Training integrates directly with the inspection process, allowing us to focus efforts in areas where it is most needed. Each month the on-site team will review performance reports to identify areas of opportunity for improvement. These reports identify the specific training topics to be reviewed with staff to correct any deficiencies.

**QUALITY ASSURANCE REVIEW LEADS TO CORRECTIVE TRAINING**

- Action-oriented reporting—Leads to targeted training and continuous improvement
- Top three quality control—Issues automatically direct staff to targeted training
4. Reporting

We will regularly meet to share our results, assess your satisfaction, and share opportunities for improvement. We believe strongly that reporting is not simply a printed document, but rather an interactive process that allows for engagement. Critical performance metrics will be shared, but the real value is in our mutual collaboration.

5. Dashboard

We believe in transparency of our quality and have designed a dashboard system to allow you a view inside of our operations. Results at your account can be reviewed in a simple but powerful dashboard that can also track progress across user locations. KPIs such as compliance success scores, number of inspections, deficiency type, and quantity are only the click of a mouse away. We can establish KPIs based on space type and link metrics to our contract for accountability.

Our Reporting dashboard features also allow:

- Filtering data based on task, team, place, date, and more
- Charts and visuals for all task types
- Identifying how far responses were submitted from actual location
- Identifying the length of time it took to complete that task
- Providing searchable data tables
- Organizing inspections by places and users
- Automating email reports based on certain responses or on a predetermined schedule
- Exporting data to CSV, Excel, PDF, and Photo Zip Files

REAL-TIME DATA FACILITATES DECISION MAKING

- KPIs—Based on space type
- Performance thresholds—Vary based on desired cleanliness
- Metrics—Linked to contract for accountability
Quality Assurance Plan and Methodology

Our quality control program provides a model that integrates quality control into the fabric of our operations and our client and customer relationships. The following demonstrates how criteria are established to develop performance measurements:

10 Steps to Operational Success

1. Understand client and customer expectations
2. Gather data and information, analyze benchmark
3. Develop parameters to deliver operational standards
4. Design the program, solutions, and action plan
5. Implement program, solutions, and action plans
6. Execute
7. Measure and document performance
8. Communicate results
9. Feedback on results
10. Collaboration with stakeholders

Mission
Stakeholder Goals and Objectives
1. Understand Client and Customer Expectations

The first step is to gain and maintain a deeper understanding of expectations:

- Collaboration with clients mutually identifies criteria that is essential to the evaluation of quality standards. Our management team meets daily, weekly, and monthly with clients, individual customers, and constituency groups to maintain a current understanding of quality, issues, and perceived performance.

- Identification of needed process changes and enhancements is based on performance measurement results.

2. Gather Data, Analyze, and Benchmark

The second step involves the gathering of data to analyze and validate:

- In order to develop and execute effective solutions, we need to begin with sound and accurate data to develop relevant targets.

- Our Computerized Maintenance Management System (CMMS) enables us to efficiently collect data, such as building and space inventories, asset inventories, inspection data, service requests, training history, and overall scope of work requirements.

3. Develop Parameters to Deliver Operational Standards

The third step is to develop operational standards that provide a structure to guide and enable performance and allow for measurement:

- Operational standards are customized to accommodate unique characteristics of the schools and overall priorities of each client.

- A comprehensive, mutually agreed-on scope of work is developed and implemented based on our client’s expectations identifying required tasks, frequencies, and time standards. Ultimately employee work schedules are developed that reflect the overall scope of work.

4. Design Program, Solution, and Action Plan

The fourth step involves the design of a variety of programs, a service response solution, or remediation of an action plan:

- Our program is based on established systems, technology, tools, supplies, processes, procedures, training, and systems of measurement.

- We will leverage Standard Operating Procedures (SOPs) and clearly defined systems and processes to support a sustainable quality outcome.

- We will collaborate with clients and customers to solicit input regarding the design of programs, processes, and procedures to sustain a collaborative partnership approach to solutions.

- We will establish criteria to develop performance measurement.

5. Implement Program, Solution, and Action Plan

The fifth step is the implementation of the program, solutions, and action plan into the overall operations. This requires a well-defined plan that includes the following:

- Communication of the solution, processes, procedures, and action plan to all impacted clients, staff, and customers through our communication protocols.

- Integration of needed resources.

- Relevant training to management and service associates regarding the purpose, goals, information, resources, competencies, processes, procedures, and standards needed to fully implement the program, solution, and action plan.

- Milestones that organize the implementation into stages and provide the ability to assess, evaluate progress (includes measurement criteria, tools, selected data, and inspection methods), and make needed adjustments.
Measure and Document Performance

One of the key steps in the entire model is our ability to measure performance and results:

- Identifying all relevant criteria to establish ongoing performance measurement.
- Establishing mutual specific Key Performance Indicators (KPIs) to continuously monitor and improve what is truly important to our customers.
- Identifying and providing specific measurement tools.
- Establishing a plan to collect the data and how the data will be analyzed and communicated.
- Training the management staff on criteria, performance measurement standards, use of measurement tools, and standards.

Ensure Ongoing Execution and Measurement

Once we have completed the implementation of the program, solution, and action plan, we need to integrate the process into the overall operations and measurement process:

- Formalizing the measurement processes (who, what, where, when, how much, tools, and frequency), data management, criteria, and performance measurement standards.
- Ensuring daily inspections are conducted by supervisors and the management team using consistent inspection tools with established measurement criteria. These inspections are conducted in several different formats:
  - Planned Inspections—Supervisors and managers conduct one-on-one inspections with the service associates to evaluate performance and quality. This time is also used for coaching, collaboration, and removing obstacles.
  - Random Inspections—Supervisors conduct random inspections to ensure that performance and behavior are consistent.
  - Targeted Inspections—Supervisors and managers conduct inspections based on strategic initiatives, issues, and special events.
- Conducting joint inspection by the management team with Rockford Public School District No. 205 District representatives.

Communicate Results

The most critical step is the communication of the results in an appropriate format that provides clarity relating to criteria, targeted performance, actual performance, and interpretation of the data to facilitate analysis and decision making:

- Providing a dashboard that includes information, surveys, performance measurement metrics, and multidimensional reporting with the ability to customize and upgrade.
- Holding regular meetings between our management team and the building manager.
- Holding monthly and annual review sessions with clients.

Gather Feedback Results

This step allows for in-depth discussion regarding results, specific issues (acute and chronic issues with associated action plans for resolution), and trends that will enable continuous improvement and decision making:

- Online customer surveys and a semiannual customer survey through a third-party (results provided on the website).
- Customer surveys for completed service requests.
- Client and customer collaboration through formal and informal meetings to discuss, analyze, and receive feedback on recommended action.
- Acute and chronic issues and remediation plans.

Collaborate with Clients

This is an ongoing process that promotes transparency of actual results, candid discussion, problem solving, decision making, and an environment of continuous improvement.
Periodic Reporting—Assessments

Operations Performance Assessment

Consistent quality begins with rigorous internal daily, weekly, and monthly operating standards as defined in our operations performance assessment. This assessment resource reflects Aramark’s high standards and forms the basis of all operations training. When stringently followed, these operational standards deliver demonstrably better service, consistent performance, and uncompromising quality. To establish, maintain, and measure quality, the operations performance assessment has detailed expectations for every aspect of support service delivery. Specific quality control procedures are defined for key operational measures. Our district managers and support staff continually monitor standard compliances.

Reporting

Reporting results is as important as achieving those results. Aramark believes that regular formal communication, complementing ongoing informal communication, is critical to ensuring the priorities of the custodial department remain aligned to Rockford Public School District No. 205 District’s goals.

MONTHLY JOINT REVIEW

Monthly Joint Reviews (MJR) are completed with Aramark’s director, district manager, and appropriate client representatives to review the details of the previous month’s activities and the key initiatives for the upcoming month. A written report generates discussion among the attendees to provide continuous improvement to the department’s performance. These statistics ensure that the flow of work is progressing at an appropriate pace and that there are no backlogs occurring. Additionally, Aramark’s monthly scorecard reviews the status of the custodial program to ensure that the department is meeting the expectations set out in the key performance measures.

QUARTERLY JOINT REVIEW

Quarterly Joint Reviews provide an overview and summary of the previous three month’s activity and review the performance scorecard and commitment matrix. Aramark participants include the district manager and regional corporate support.

PERFORMANCE REVIEW

Our intent is to provide broader knowledge of the alignment Aramark will have with your mission and how we prioritize our work based on the mission.

REPORTING PARTICIPANTS

Monthly Joint Review (MJR)—Aramark’s front-line manager and district manager. MJR will be conducted with the FLM only and the DM will attend periodically (as needed).
BenchMarking Program

Aramark’s benchmarking program has been developed to proactively collect, analyze, and distribute key benchmarking information to support our operating teams and client organizations and identify best practices throughout Aramark. The ability to leverage our knowledge base by collecting and analyzing operational data from all of our client institutions is critical to our ability to use comparative data to measure key areas of performance.

Our approach to data collection and refinement sets us apart from other organizations and competitors that collect information for benchmark activity, including:

- **Size and Breadth**—Serving more than 600 education clients across the United States gives Aramark the largest and most diverse institutional portfolio among facility management providers.

- **Process**—Collecting and testing the data is an annual occurrence that provides accurate, timely information that cannot be achieved by organizations such as Association of Physical Plant Administrators or American School & University, which rely on voluntary reporting from schools without any verification process.

- **Meaningful Reporting**—Delivering cogent information to Aramark clients and tracking performance among peers are powerful tools that can provide the foundation for best practices, and ultimately both cost reduction and service improvement processes.

The three core components of the BenchMARK Tool platform include:

- **Dashboard**—Provides a review of current year account benchmarking data

- **Historical Trending**—Ability to compare account data over the years

- **Comparative Analysis**—Compares a single account against other Aramark accounts

BenchMARK provides our clients and their managers with an extremely powerful tool to create value and achieve desired outcomes. BenchMARK is an invaluable tool for the monitoring of long-term trends as well as providing indicators of the program’s success.
Sustainable Cleaning System

Blue Cleaning System

The ultimate in environmentally friendly cleaning and surpassing traditional green cleaning thinking, Blue Cleaning is our innovative custodial approach that is scientifically proven to support health and wellness and environmental stewardship. Rather than using chemicals, Blue Cleaning is a tap water-based approach to cleaning. By activating water with electricity (electrically activated water [EAW]), Blue Cleaning is able to remove harmful bacteria and create a positive charge that attracts dirt. The result is the most sustainable approach to cleaning, eliminating the need for expensive products, harmful chemicals, and unnecessary packaging.

Blue Cleaning supports improvement in indoor air quality, waste stream management, and carbon footprint reduction. We have specified the latest technology that includes the use of ec-H2O automatic floor machines to create electrically activated water for daily cleaning. We will also deploy microfiber technology, which reduces water consumption and improves indoor air quality and employee well-being by eliminating the need to carry heavy, water-laden equipment.

Split Stream technology uses tap water and a small amount of salt and electricity to create an effective multipurpose cleaning solution that works with most existing cleaning equipment and methods. Orbio^ electrically restructures water and salt to create and store an environmentally friendly cleaning solution that can be dispensed for use in a variety of cleaning tools such as spray bottles, carpet extractors, and automatic floor scrubbers.

Our Blue Cleaning Program truly takes sustainability and health and wellness to the next level. It is the most sustainable approach to cleaning, eliminating the need for expensive products, harmful chemicals, and unnecessary packaging. Blue Cleaning supports improvement in indoor air quality, waste stream management, and carbon footprint reduction.
<table>
<thead>
<tr>
<th>TYPE</th>
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<tbody>
<tr>
<td>Floor Finish</td>
<td>6100026</td>
<td>ECOLAB</td>
<td>Low Maintenance Floor Finish</td>
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<tr>
<td>Floor Stripper</td>
<td>6100034</td>
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<td>Heavy Duty Low Odor Floor Finish Remover</td>
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<td>All Purpose Cleaner 2</td>
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<td>TENNANT</td>
<td>Floorstar Light Duty Cleaner with FAST</td>
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<tr>
<td></td>
<td>65332914</td>
<td>ECOLAB</td>
<td>Floorstar Light Duty Cleaner 4</td>
</tr>
</tbody>
</table>
Descriptions of Uniforms

Each hourly employee will receive five leased uniforms and slip resistant shoes, replaced annually.
Aramark Management Philosophy

A Bright Future Begins with Beautiful Schools

You want the best for your students and so do we. With great care and expertise we provide student approved cutting-edge facilities service. We take great pride in creating the ideal environment where your students can grow and succeed. Working together we can deliver the best solutions for your district.
Pricing

Please see the following pages for Aramark's pricing sheets.
BID OFFER FORM

BID No. XX-XX Custodial Contract Services

Contract agrees to hold firm the prices offered throughout the contract period as listed below. The undersigned bidder declares he/she has carefully examined the attached General Terms and Conditions, Supplemental Terms and Conditions, Specifications, and Bid Offer Form for the Rockford School District’s request for custodial contract services at the following locations.

1. **Labor, Overhead, Equipment, Material as Specified in this Agreement to be Included in This Base Bid - Five Year Plan**

<table>
<thead>
<tr>
<th>Site</th>
<th>July 1, 2017 - June 30, 2018 (Lump Sum $)</th>
<th>July 1, 2018 - June 30, 2019 (Lump Sum $)</th>
<th>July 1, 2019 - June 30, 2020 (Lump Sum $)</th>
<th>July 1, 2020 - June 30, 2021 (Lump Sum $)</th>
<th>July 1, 2021 - June 30, 2022 (Lump Sum $)</th>
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<td>Beyer</td>
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<td>Bloom</td>
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<td>Brookview</td>
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<td>July 1, 2019 - June 30, 2020 (Lump Sum $)</td>
<td>July 1, 2020 - June 30, 2021 (Lump Sum $)</td>
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<td>July 1, 2019 - June 30, 2020 (Lump Sum $)</td>
<td>July 1, 2020 - June 30, 2021 (Lump Sum $)</td>
<td>July 1, 2021 - June 30, 2022 (Lump Sum $)</td>
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<td>$54,460</td>
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<td>Sterling Holley</td>
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<td>Washington</td>
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<td>$137,407</td>
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<td>Welsh</td>
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<td>$46,281</td>
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<td>Whitehead</td>
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<td>$95,649</td>
<td>$97,848</td>
<td>$100,099</td>
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<tr>
<td>District Wide Stadiums</td>
<td>$53,466</td>
<td>$54,696</td>
<td>$55,954</td>
<td>$57,241</td>
<td>$58,557</td>
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<tr>
<td><strong>Total Cost</strong></td>
<td><strong>$5,929,799</strong></td>
<td><strong>$6,066,184</strong></td>
<td><strong>$6,205,706</strong></td>
<td><strong>$6,348,438</strong></td>
<td><strong>$6,494,452</strong></td>
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</table>
2. All Managerial Staff for All Days Including Student Occupied and Unoccupied - Schedule #1 and #2

<table>
<thead>
<tr>
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<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>All Managerial Staffing Cost</td>
<td>$536,502</td>
<td>$548,842</td>
<td>$561,465</td>
<td>$574,379</td>
<td>$587,589</td>
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3. Other Operational Costs - Five Year Plan

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<td>Chemical Supply Cost</td>
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<td>Equipment Cost</td>
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<td>$267,513</td>
<td>$273,666</td>
<td>$279,961</td>
<td>$286,400</td>
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<tr>
<td>Filter, V-belt inspection and replacement</td>
<td>Included in Base Bid</td>
<td>Included in Base Bid</td>
<td>Included in Base Bid</td>
<td>Included in Base Bid</td>
<td>Included in Base Bid</td>
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4. Snow Removal / Building Check Costs – Five Year Plan

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</thead>
<tbody>
<tr>
<td>Snow Removal and Building Check Cost</td>
<td>$65,000</td>
<td>$65,000</td>
<td>$65,000</td>
<td>$65,000</td>
<td>$65,000</td>
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</tbody>
</table>

A. Snow removal / Building check hours up to 2,500 hours for one (1) season.
B. If hours are less than 2,500 in a season, the Contractor will provide a credit to the District after the last snow fall at the rate of $26.00 per hour.
C. If hours are greater than 2,500 hours in a season, the District will be charged an hourly rate per person per bid.
5. **BASE BID GRAND TOTAL** – Five Year Plan

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Base Bid Grand Total</td>
<td>$7,004,634</td>
<td>$7,164,245</td>
<td>$7,327,527</td>
<td>$7,494,567</td>
<td>$7,665,446</td>
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**Labor Rate Table - Add/Deduct**

6. **Outside Normal Operations – Special Requests Labor Rate by Position**

<table>
<thead>
<tr>
<th>Labor Rates for - Custodians</th>
<th>Straight Time Add/Deduct</th>
<th>Overtime Add/Deduct</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017/2018</td>
<td>$13.20/Hr.</td>
<td>$18.98/Hr.</td>
</tr>
<tr>
<td>2018/2019</td>
<td>$13.50/Hr.</td>
<td>$19.41/Hr.</td>
</tr>
<tr>
<td>2019/2020</td>
<td>$13.81/Hr.</td>
<td>$19.86/Hr.</td>
</tr>
<tr>
<td>2020/2021</td>
<td>$14.13/Hr.</td>
<td>$20.32/Hr.</td>
</tr>
<tr>
<td>2021/2022</td>
<td>$14.45/Hr.</td>
<td>$20.78/Hr.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Labor Rates for - Day Porter</th>
<th>Straight Time Add/Deduct</th>
<th>Overtime Add/Deduct</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017/2018</td>
<td>$14.52/Hr.</td>
<td>$20.62/Hr.</td>
</tr>
<tr>
<td>2019/2020</td>
<td>$15.19/Hr.</td>
<td>$21.58/Hr.</td>
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<tr>
<td>2020/2021</td>
<td>$15.54/Hr.</td>
<td>$22.07/Hr.</td>
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<tr>
<td>2021/2022</td>
<td>$15.90/Hr.</td>
<td>$22.58/Hr.</td>
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### Labor Rates for Night Porter

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<thead>
<tr>
<th>Year</th>
<th>Straight Time</th>
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</tr>
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<tbody>
<tr>
<td></td>
<td>Add/Deduct</td>
<td>Add/Deduct</td>
</tr>
<tr>
<td>2017/2018</td>
<td>$15.84/Hr.</td>
<td>$22.50/Hr.</td>
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<tr>
<td>2018/2019</td>
<td>$16.20/Hr.</td>
<td>$23.02/Hr.</td>
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<tr>
<td>2019/2020</td>
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<tr>
<td>2020/2021</td>
<td>$16.96/Hr.</td>
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</tr>
<tr>
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<td>$17.34/Hr.</td>
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### Labor Rates for Maintenance Custodian

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<th>Straight Time</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Add/Deduct</td>
<td>Add/Deduct</td>
</tr>
<tr>
<td>2017/2018</td>
<td>$17.16/Hr.</td>
<td>$24.37/Hr.</td>
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<tr>
<td>2018/2019</td>
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<td>2019/2020</td>
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<td>2020/2021</td>
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### Labor Rates for Event Custodian

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<th>Straight Time</th>
<th>Overtime</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Add/Deduct</td>
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</tr>
<tr>
<td>2017/2018</td>
<td>$13.20/Hr.</td>
<td>$18.98/Hr.</td>
</tr>
<tr>
<td>2018/2019</td>
<td>$13.50/Hr.</td>
<td>$19.41/Hr.</td>
</tr>
<tr>
<td>2019/2020</td>
<td>$13.81/Hr.</td>
<td>$19.86/Hr.</td>
</tr>
<tr>
<td>2020/2021</td>
<td>$14.13/Hr.</td>
<td>$20.32/Hr.</td>
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<tr>
<td>2021/2022</td>
<td>$14.45/Hr.</td>
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### Labor Rates for - Subs

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<th>Straight Time</th>
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<td></td>
<td>Add/Deduct</td>
<td>Add/Deduct</td>
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<tr>
<td>2017/2018</td>
<td>$13.20/Hr.</td>
<td>$18.98/Hr.</td>
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<tr>
<td>2018/2019</td>
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<td>$19.41/Hr.</td>
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<tr>
<td>2019/2020</td>
<td>$13.81/Hr.</td>
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</tr>
<tr>
<td>2020/2021</td>
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<td>$20.32/Hr.</td>
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<tr>
<td>2021/2022</td>
<td>$14.45/Hr.</td>
<td>$20.79/Hr.</td>
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### ADDENDUM RECEIPT(S):  
We acknowledge the receipt of Addendum Number(s)  

1 through 4

### REFERENCES:

Bidder to provide three references of similar type work that would qualify your company for this project

Alfonso De Hoyos-Acosta,  
Chief Administrative Officer  
773-553-1570

Chicago Public Schools, 125 South Clark Street, Chicago, IL 60603

**Company Name/Address/Phone Number**  
Contact Person

Gary Wojtowicz,  
Dir/FacilitiesManagementOps  
847-491-5201

Northwestern University, 633 Clark Street, Evanston, IL 60208

**Company Name/Address/Phone Number**  
Contact Person

Dr. Karen Sullivan, Superintendent  
630-375-3010

Indian Prairie C.U.S.D. 204, 780 Shoreline Drive, Aurora, IL 60504

**Company Name/Address/Phone Number**  
Contact Person