

**STATE OF CALIFORNIA**  
**Budget Change Proposal - Cover Sheet**  
 DF-46 (REV 08/15)

Fiscal Year 6-17	Business Unit 5225	Department California Correctional Health Care Services	Priority No. 3
Budget Request Name 5225-033-BCP-BR-2016-GB		Program <b>4650 – MEDICAL SERVICES – ADULT</b>	Subprogram <b>4650010 – MEDICAL CONTRACT</b>

Budget Request Description  
 California Health Care Facility Janitorial Contract

**Budget Request Summary**

California Correctional Health Care Services requests 5 positions and \$6.367 million General Fund in 2015-16 and \$12.124 million General Fund in 2016-17 to initiate a janitorial contract with PRIDE Industries to include additional coverage and service levels at the California Health Care Facility in Stockton.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed		
Does this BCP contain information technology (IT) components? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date	
For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance. <input type="checkbox"/> FSR <input type="checkbox"/> SPR    Project No.    Date:			

If proposal affects another department, does other department concur with proposal?  Yes  No  
*Attach comments of affected department, signed and dated by the department director or designee.*

Prepared By Gary Swarhout	Date 9/1/2015	Reviewed By Doug Chatfield	Date 9/2/2015
<del>Department Director</del> Budget Officer <i>[Signature]</i>	Date 12-22-15	<del>Agency Secretary</del> Director <i>[Signature]</i>	Date 12-22-15

**Department of Finance Use Only**

Additional Review:  Capital Outlay  ITCU  FSCU  OSAE  CALSTARS  Dept. of Technology

Type:  Policy  Workload Budget per Government Code 13308.05

PPBA <i>[Signature]</i>	Date submitted to the Legislature 1/7/16
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## Analysis of Problem

### A. Budget Request Summary

California Correctional Health Care Services (CCHCS) requests 5 positions and \$6.367 million General Fund (GF) in 2015-16 and \$12.124 million GF in 2016-17 to initiate a janitorial contract with PRIDE Industries (PRIDE) to include additional coverage and service levels at California Health Care Facility (CHCF) in Stockton.

### B. Background/History

The necessity for a janitorial contract can be derived from the 2002 *Plata v. Brown* class action suit. In its findings in the case, the Federal Court stipulated that the California Department of Corrections and Rehabilitation (CDCR) develop policies and procedures that provide every offender health care services in a clean and sanitary environment.

In a September 5, 2012 Order issued by United States District Court Judge Thelton E. Henderson, the court provided CDCR with "an opportunity to demonstrate their ability to maintain a constitutionally adequate system of offender medical care." As part of the transition of responsibility, three medical experts were appointed by the court to conduct medical inspections of institutions that had achieved an overall score between 75 percent and 85 percent in any round of the inspections which had been conducted by the Office of the Inspector General (OIG).

The court appointed medical experts began their inspections in January 2013 at California State Prison, San Quentin. Unacceptable standards of health care cleanliness and sanitation was a consistent theme in their reports. The cleanliness and sanitation deficiencies found at many institutions were so serious the experts determined these issues must be permanently addressed as a prerequisite to the transition. Failure to take immediate and appropriate action will impede the transfer of responsibility back to the State, and needlessly protract the ongoing litigation as well as the Receivership.

CCHCS addressed the cleanliness and sanitation issues at 34 institutions throughout the State in 2014-15 and 2015-16 by contracting with California Prison Industry Authority (CALPIA) to provide janitorial services and janitorial vocational training at 34 institutions. However, because of its complexity, location, specialized mission, and sheer size, CHCF was removed from this contract. Rather, CCHCS has explored how to achieve and maintain levels of cleanliness and sanitation that are consistent with International Sanitary Supply Association (ISSA) standards for health care facilities at CHCF independent of the other 34 institutions.

#### **California Health Care Facility, Stockton**

CHCF includes five yards (A-E), a Facilities Shared Services (FSS) area, and administration areas. Within the facility, Yard B and one unit of Yard A are run by the Department of State Hospitals (DSH). Responsibility for cleaning the facility is divided between CDCR, CCHCS, and DSH, according to the areas they control. The current breakdown of janitorial positions at CHCF is as follows:

#### DSH

- Custodian Sup II – 1 position
- Custodian – 17 positions

#### CDCR

- Custodian Sup II – 1 position
- Custodian – 22.1 positions

#### CCHCS

- Custodian Sup III – 1 position
- Custodian – 12.9 positions

## Analysis of Problem

The areas covered by different entities are shown in Chart 1, below.

**CHART 1 – CURRENT JANITORIAL RESPONSIBILITIES - CHCF**

Area	Description	Janitorial Responsibility	Days of Service
Yard A	Two medical housing buildings. One half of one is under the auspices of DSH	CCHCS, DSH	7
Yard B	Eight DSH medical housing buildings	DSH	7
Yard C	Six CCHCS/CDCR medical housing buildings	CCHCS	7
Yard D	Seven CCHCS/CDCR medical housing buildings	CCHCS	7
Yard E Housing	General population housing	CDCR	5
Yard E Med Clinic	Remote Medical Clinic – E Yard	CCHCS	5
FSS (Dialysis, Emergency)	Dialysis and Stand-by Emergency Medical Services (SEMS)	CCHCS	7
FSS (Other)	All other shared services	CCHCS	5
Medical Admin.	Medical Administration Building	CCHCS	5
Food Service, Warehouse, Miscellaneous	Administration, shipping and receiving, food services, warehouse, etc., some of which are outside main perimeter fence.	CCHCS/CDCR	5

CCHCS maintains a janitorial staff at CHCF to clean health care areas, but the staff is too small to provide both a satisfactory level of cleanliness in the housing units and a level of sanitation that meets ISSA standards in the medical units. A more robust workforce, one familiar with ISSA standards is required to meet the janitorial needs at CHCF.

To meet this need, CCHCS has explored a number of possible solutions. The obvious solution was to contract with CALPIA to create a janitorial program at CHCF similar to the one used in the other 34 institutions. CALPIA uses inmate workers as part of a vocational training program, providing them with work skills and experience to help them find employment when released from prison. Ultimately, the CALPIA vocational janitorial program was unworkable because it required more inmates than are available to provide this service at this facility. Because of the health care mission at CHCF, it has a much smaller inmate workforce than most other prisons.

CCHCS also explored expanding the civil service workforce to provide janitorial services. However, this option also proved problematic. Chief among the problems were hiring, training, and maintaining a sufficient workforce able to maintain the stringent ISSA standards.

Hybrid iterations of these options were also considered. Each, however, was problematic. Pros and cons of these options are discussed at greater length in Section D – Justification and Section F - Analysis of All Feasible Alternatives.

In addition to the civil service and CALPIA options, CCHCS sought other solutions. This process included:

- A statewide Invitation for Bid (IFB).
- An inquiry distributed via the National Association of State Procurement Officials (NASPO)
- Additional outreach by Acquisition Management to similar states and prisons systems.
- Response and inquiry from Non-Profit Custodian Industries resulting in bid for contracted custodian services at the CHCF.
- Response and inquiry from CALPIA resulting in a bid for contracted custodian services at CHCF.
- Preparation and costing of an increased civil services employee environmental services alternative proposal.

## Analysis of Problem

The IFB resulted in multiple contractors expressing an interest and participating in a detailed briefing and tour of the CHCF facility where they were provided the expected scope of services. Of the multiple vendors who participated, only three submitted bids. Each of the three bids vastly underestimated the scope and complexity of the janitorial needs of the facility and was deemed not to be viable.

The NASPO inquiry resulted in no responses nationwide. Additional efforts and outreach were made by the Sourcing and Spec Development, Acquisition Management Unit within CCHCS' Contracts Section. This included outreach to other states, including Texas and New York, with similar prison systems and circumstances. These contacts revealed that these prison systems were using inmate labor for cleaning in their medical areas but did not offer any additional information or strategies.

Inquiries were received from interested non-profit organizations several months after the IFB. These non-profit organizations were provided the same information and opportunities as given to the previous vendors during the IFB process. PRIDE submitted a proposal and bid package to provide environmental/custodian services that was broken down by area so that it could be considered as part of or a whole solution for CHCF. In the proposal, PRIDE employees would clean 13 medical housing units, Dialysis, and Standby Emergency Services (SEMS). PRIDE would also share janitorial responsibilities for the mental health housing units in the DSH. CDCR/CCHCS would continue to provide janitorial service to the remainder of the facility, including the Yard E housing unit, Yard E Medical Clinic, food services, administration buildings, warehouse, and most of the FSS – a total area of approximately 175,000 square feet spread over multiple remote locations. Based on PRIDE's proposal, along with its experience of working in correctional and medical facilities, CCHCS has opted to move forward with a hybrid solution including PRIDE and civil service staff.

### C. State Level Considerations

As a defendant in the *Plata v. Brown* litigation in Federal Court, CCHCS is mandated to provide adequate health care services to every offender in a clean and sanitary environment. The court appointed medical experts filed a report in March 2013 which included evaluations of each institution's ability to provide adequate health care. The sanitation and disinfection activities were found not to be in compliance, meaning a pattern or practice existed at an institution or system wide that presented a serious risk of harm to offenders that was not being adequately addressed.

An audit of CHCF underscored the need for immediate response and allocation of resources and funding with regard to its personnel resources for environmental services. The audit revealed the institutions level of cleanliness and sanitization were unacceptable and that the current condition of the facility jeopardized licensure and the overall mission of the facility. (See attached CHCF Executive Summary) These findings present serious statewide implications and risks that will require both short and long term solutions and strategies. They also jeopardize the smooth and permanent transfer of management of CHCF from CCHCS to CDCR.

With its mission of hiring employees with disabilities, PRIDE will work with the Department of Rehabilitation in San Joaquin County to recruit janitorial staff.

### D. Justification

A recent review of the facilities cleanliness and sanitation revealed that CHCF was grossly understaffed and unable to meet the required level of environmental services necessary to maintain licensure. Failure to meet the basic sanitation standard presents health risks to the employees and patients at the facility. It also jeopardizes the facility's ability to achieve and maintain a level of health care necessary for it to be delegated from CCHCS back to the State. It is, therefore, imperative that a solution to janitorial problems be implemented. To that end, CCHCS has explored a variety of options. CCHCS did so keeping in mind some of the unique challenges CHCF

## Analysis of Problem

presented. Among the most pressing challenges were:

- Size of the facility – The area needing to be cleaned consists of over 1 million square feet and has great distances between areas needing to be serviced.
- Institutional setting – Prisons are generally difficult places to recruit, particularly for relatively low wage positions. Security issues greatly increase the time needed to get from one area to the next, thereby complicating the cleaning process and adding to overall costs.
- Hospital setting – Higher standards of cleanliness and sanitation than those found in most industrial settings are required. This means that the solution would need to have both a high level of expertise and a commitment to training to maintain the high level.
- Experience in similar facilities – Which includes references of how the entity worked in other institutional and/or health care facilities.
- Price – The cost had to be acceptable to stakeholders.

Based on these considerations, after exhaustive effort, CCHCS found the only solutions to be either expand the civil service janitorial program, to contract with CALPIA, to contract with PRIDE, or to create a blended solution using two or all three of these resources. Each of the options was found to have advantages, but ultimately how each met the challenges was key to the decision making process. For instance, adding and training over 200 staff to the Stockton facility presented logistical and other concerns that were overwhelming. Furthermore, CDCR's experience with civil service staff has proven unsatisfactory, mostly due to difficulties in recruiting and retaining janitorial staff, leading to the need to contract with CALPIA to provide janitorial programs in the other 34 institutions to bring the cleanliness and sanitation levels up to acceptable standards. CALPIA was long believed to offer the best solution; however, CALPIA's mission is not to provide janitorial services, but to provide the inmate population with training and vocational experience which can be transferred as job skills after release from prison. CALPIA's solution included a training program for over 250 individuals, which would mean that more than 250 health care beds at a facility specifically meant for patients would be occupied by able-bodied workers in a vocational program. This solution was seen as defeating the mission of CHCF. Hybrid solutions ran into issues of coordination and accountability with multiple entities, including CDCR and DSH, being responsible for certain areas.

Of all the solutions considered, PRIDE's provided the best combination of addressing the challenges, including cost. The PRIDE proposal provided a comprehensive janitorial program for most of the medical areas as well as augmenting the cleaning staff in Yard B and areas of Yard A that are managed by DSH. The addition of PRIDE employees does not displace the current CDCR and CCHCS janitorial staff which will continue to clean housing units in Yard E as well as administration buildings and much of the FSS (See Chart 2 on next page).

**CHART 2 – PROPOSED JANITORIAL RESPONSIBILITIES - CHCF**

Area	Description	Janitorial Responsibility	Days of Service
Yard A	Two medical housing buildings. One half of one is under the auspices of DSH.	PRIDE, DSH	7
Yard B	Eight DSH medical housing buildings	DSH, PRIDE	7
Yard C	Six CCHCS/CDCR medical housing buildings	PRIDE	7
Yard D	Seven CCHCS/CDCR medical housing buildings	PRIDE	7
Yard E Housing	General population housing	CDCR	5
Yard E Med Clinic	Remote Medical Clinic – E Yard	CCHCS	5
FSS (Dialysis, SEMS)	Dialysis and SEMS	PRIDE	7
FSS (Other)	All other shared services	CCHCS	5
Medical Admin.	Medical Administration Building	CCHCS	5
Food Service, Warehouse, Miscellaneous	Administration, shipping and receiving, food services, warehouse, etc., some of which are outside main perimeter fence.	CCHCS/CDCR	5

**PRIDE Contract Cost Breakdown by Yard**

**CHART 3 – PROPOSED PRIDE JANITORIAL CONTRACT COSTS**

Area	Monthly	Current Year FY 2015-16 (6 Months)	Fiscal Year FY 2017-18 (On-going)
Yard A*	\$ 98,852	\$ 593,112	\$ 1,186,224
Yard B**	\$ 300,953	\$ 1,805,716	\$ 3,611,433
Yard C	\$ 274,897	\$ 1,649,383	\$ 3,298,767
Yard D	\$ 284,230	\$ 1,705,379	\$ 3,410,757
Dialysis/SEMS***	\$ 19,114	\$ 114,681	\$ 229,362
PRIDE Clean Chemical Option	\$ 7,463	\$ 44,777	\$ 89,555
<b>Total with PRIDE Clean****</b>	<b>\$ 985,508</b>	<b>\$ 5,913,049</b>	<b>\$ 11,826,098</b>
<b>Total without PRIDE Clean****</b>	<b>\$ 978,045</b>	<b>\$ 5,868,271</b>	<b>\$ 11,736,543</b>

\*Yard A – Includes 25 percent of Yard A for which DSH is responsible

\*\*Yard B – Includes augmenting current DSH janitorial crew

\*\*\*Dialysis/SEMS are located in the FSS. The remainder of the FSS will be cleaned by existing staff.

\*\*\*\*Pride Clean includes all cleaning chemicals. Without Pride Clean required chemicals to be purchased separately. Consumables (paper towels, seat covers, trash liners, bio-hazard bags, etc.) are not included in either bid.

PRIDE's contract also calls for \$304,000 for remedial cleaning necessary to bring CHCF up to a baseline level of sanitation.

**Remainder of CHCF**

While the PRIDE solution offers janitorial services to most of the areas at CHCF requiring the highest level of cleaning and sanitation, many areas will continue to be cleaned by CDCR/CCHCS civil service staff. (See Chart 2). These areas account for just under 175,000 square feet requiring janitorial service, and include areas requiring specialized cleaning requirements, such as Yard E medical clinic and food services facility. Audits of these areas have found the level of cleaning to be unsatisfactory. As the PRIDE contract was being assessed, CHCF performed a Resource Needs Assessment (RNA) to address the cleaning and sanitation needs of the areas that would continue to be cleaned by civil service staff. The scope of the RNA was:

## Analysis of Problem

- Maintain the CHCF in a clean, safe, orderly, and sanitary condition by utilizing cleaning methods under ISSA standards.
- To make provision for the routine cleaning of articles and surfaces, as outlined in California Code of Requirements (CCR), Title 22, Chapter 12.

Based on the RNA, CHCF has determined that to improve the level of cleaning and sanitation, and to maintain appropriate levels of cleanliness and sanitation in the designated areas, 5 additional positions are required. These positions include additional supervisory staff. The current and proposed staffing are found in Chart 4. The chart includes both CDCR and CCHCS civil service staff. Areas cleaned by DSH were not contemplated in the RNA.

**CHART 4 – CURRENT AND PROPOSED CIVIL SERVICE JANITORIAL STAFFING**

CURRENT		PROPOSED	
<b>Civil Service Positions</b>		<b>Civil Service Positions</b>	
Custodian Supervisor III	1.0	Custodian Supervisor III	1.0
Custodian Supervisor II	1.0	Custodian Supervisor II	4.0
Custodian I	35.0	Lead Custodian	2.0
		Custodian I	35.0
<b>Total</b>	<b>37.0</b>	<b>Total</b>	<b>42.0</b>

**Other Considerations**

PRIDE is a nationwide non-profit organization that has demonstrated its experience in cleaning and sanitizing to ISSA's Cleaning Industry Management Standard – Green Building (CIMS-GB) standards and has janitorial contracts in other institutional settings. They have a track record of providing the level of service required for CHCF to meet its licensure requirements and maintain a level of cleanliness and sanitation required for CHCF to be delegated back to CDCR. Both of PRIDE's proposals are attached. The short-term proposal covers nine months and includes language describing phase out options and costs at the end of term (due to time constraints, costs in the narrative have been adjusted to six months). The long-term proposal does not include phase out language. These documents provide greater details of timelines, costs, and services provided.

**E. Outcomes and Accountability**

The PRIDE solution will meet and maintain the levels of cleanliness and sanitization necessary to satisfy the Federal Court's stipulation. Progress toward these ends will be monitored in ongoing audits conducted by the Office of the Receiver, OIG, American Correctional Association, and the Department of Public Health Environmental Services.

**F. Analysis of All Feasible Alternatives**

**ALTERNATIVE 1: PRIDE INDUSTRIES MODEL**

Approve 5 positions and \$6.367 million GF in 2015-16 and \$12.124 million GF beginning in 2016-17 for a janitorial services contract with the non-profit vendor PRIDE. This contract, including PRIDE Clean (chemicals), covers cleaning the entirety of Yards C and D, and the dialysis center and SEMS within the FSS, as well as Yards A and B.

**Pros:**

- This is least expensive alternative.
- PRIDE provides employment for persons determined to have at least a 10 percent level of disabilities.
- PRIDE provides all of the required staff, thereby mitigating recruiting and retention issues that have been common for institutional janitorial programs throughout the State.
- PRIDE cleans to ISSA CIMS-GB standards.

## Analysis of Problem

- PRIDE has required training and certification programs for its entire staff on its policies and procedures and to provide clean health care areas.
- Use of PRIDE employees would eliminate the need for inmate worker resources, which are limited at CHCF.
- Does not displace any CCHCS, CDCR, or DSH civil service staff.

### Cons:

- Requires additional GF expenditures.
- Requires additional position authority.

### ALTERNATIVE 2: CIVIL SERVICE MODEL

Approve \$12.6 million GF and 208 positions needed to facilitate a janitorial program for the 1.4 million square foot CHCF. Costs for this option break down as follows:

- \$10.4 million for personnel costs.
- \$2.2 million for Operating Expenses and Equipment costs.

### Pros:

- Provides a level of cleanliness and sanitation that meets the required standards as outlined in CCR, Title 22 and in keeping with licensure requirements.
- Does not rely on inmate resources to fulfill its mission of providing environmental custodian services and fulfillment of its mission to provide needed cleanliness and sanitization to maintain licensure.

### Cons:

- Requires additional GF expenditures and position authority to meet the mandates.
- Involves adding over 200 civil service employees to CHCF.
- Requires CDCR to take responsibility for recruitment and retention efforts which would drive additional costs.
- Requires the training of personnel which would drive additional costs.
- CDCR has historically experienced difficulty recruiting and retaining janitorial staff at its institutions resulting in vacancies and deficiencies in cleanliness and sanitation.

### ALTERNATIVE 3: HYBRID MODEL (CALPIA, AND CIVIL SERVICE, AND PRIDE)

Approve \$17.6 million GF and 18.2 positions to create a janitorial model consisting of civil service, CALPIA, and PRIDE employees. Costs for the model break down as follows:

- \$15.6 million for CCHCS to contract with CALPIA to implement a Healthcare Facilities Maintenance (HFM) program at CHCF. The CALPIA HFM program would use 140 civil service custodians and 73 inmate workers to provide janitorial services at a community standard of cleanliness and sanitization for the licensed facilities patient care and housing units, specifically on Yards A, B, and C.
- \$980,000 in funding for an additional 18.2 positions to be employed at CHCF. These additional positions coupled with the existing 37 CDCR and CCHCS employees would provide janitorial services to the remaining areas; these would include the FSS, Yard E Clinic, and Administration building. An additional \$706,000 for annual equipment and cleaning chemical supplies would be required.
- \$1.1 million in funding for DSH to contract with PRIDE to provide additional custodian resources for the provision of janitorial services in the DSH areas.

### Pros:

- Includes a tested and proven CALPIA HFM program.
- Provides a level of cleanliness and sanitation that meets the required standards as outlined in CCR, Title 22 and in keeping with licensure requirements.
- Provides an educational/training program provided to inmate workers, which will increase post-release employment job opportunities and decrease offender recidivism.

## Analysis of Problem

- Provides quality management standards with written procedures and quarterly audits to establish accountability.
- Allows licensure maintenance and fulfillment of the CHCF medical and mental health mission.

### **Cons:**

- Requires additional GF expenditures and position authority to meet the mandates.
- CALPIA costs will increase if the required inmate work force resources are not fulfilled.
- CHCF does not house a sufficient number of able-bodied candidates for the inmate worker positions for the program.
- Realignment has reduced the number of inmate workers available throughout the State. Adding inmate workers from other institutions to the CHCF janitorial program may create hardships for the affected institutions.
- Establishing a vocational program as extensive as the janitorial program compromises CHCF's mission of patient health care as beds designed for patients would have to be relinquished for able-bodied inmates in the program.

## **ALTERNATIVE 4: CALPIA MODEL**

Approve \$18.8 million GF for CALPIA to implement the HFM program at CHCF similar to CALPIA's HFM programs implemented at the other 34 institutions. The CALPIA HFM program would provide janitorial services at a community standard of cleanliness and sanitization for the licensed facilities patient care and housing, specifically on Yards A, B, and C, while providing a janitorial vocational program for over 250 inmates.

### **Pros:**

- Includes a proven CALPIA HFM program.
- Provides a level of cleanliness and sanitation that meets the required standards as outlined in CCR, Title 22 and in keeping with licensure requirements.
- Provides an educational/training program provided to offender workers, which will increase post-release employment job opportunities and decrease offender recidivism
- Provides quality management standards with written procedures and quarterly audits to establish accountability.
- Allows environmental licensure maintenance and fulfillment of the CHCF medical and mental health mission.

### **Cons:**

- Requires additional GF expenditures to meet the mandates and is the most expensive option.
- Increases CALPIA costs if the required inmate work force resources are not fulfilled.
- Compromises CHCF's mission by giving over 250 health care beds to healthy janitorial vocational inmates.

## **G. Implementation Plan**

After the contract is awarded, commencing on January 1, 2016, the janitorial program will be phased in as follows:

- Phase 1 Overview – Within 60 days of the awarding of the contract – Establish infrastructure, tools and leadership required for Yards C and D
- Phase 2 – Within 45 days of phase 1 – Yards A and B

More specific implementation details can be found in the attached PRIDE proposals.

## **H. Supplemental Information**

Attached are the following documents:

CHCF Executive Summary Memorandum

CHCF Executive Summary

CHCF Healthcare Facility, Stockton (CHCF) – Healthcare Facility Maintenance Services Proposal Interim/Short Term Solution, PRIDE Industries.

CHCF Healthcare Facility, Stockton (CHCF) – Healthcare Facility Maintenance Services Proposal Long Term Solution, PRIDE Industries.

Healthcare Facility Maintenance Services Proposal, PRIDE Industries.

I. **Recommendation**

Approve Alternative 1 for 5 positions and \$6.367 million GF in 2015-16 and \$12.124 million GF in 2016-17 to provide janitorial services at the CHCF in Stockton.



CALIFORNIA CORRECTIONAL  
HEALTH CARE SERVICES

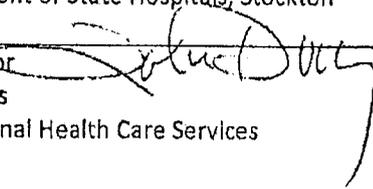
**MEMORANDUM**

**Date:** August 27, 2015

**To:** Brian E. Duffy, Warden  
California Health Care Facility  
California Department of Corrections and Rehabilitation

Jackie Clark, Chief Executive Officer  
California Health Care Facility  
California Correctional Health Care Services

Audrey King, Executive Director (A)  
California Department of State Hospitals, Stockton

**From:** John Dovey, Director   
Corrections Services  
California Correctional Health Care Services

**Subject:** Executive Summary California Health Care Facility

The Office of the Receiver has completed the attached executive summary and audit for California Health Care Facility (CHCF). We appreciated your cooperation and collaboration in completing this audit. The attached executive summary report is a product of the collaborative audit and review effort of the California Department of Corrections and Rehabilitation (CDCR), California Correctional Health Care Services (CCHCS), California Department of State Hospitals (DSH) and the Office of the Receiver, and represents the observations and input of all the aforementioned.

The original intent of this audit was to gather information for a Budget Change Proposal that would provide helpful information in evaluating CHCF Environmental Services needs and if merited, determining viable options and solutions. This required a reconciliation and comparison of CHCF's current operations, policies and procedures with those of the California Prison Industry Authority (CALPIA) Healthcare Facilities Maintenance Program. The results of the audit however, were of such great concern, that I felt it imperative to contact you and ensure that immediate steps are being taken to mitigate the noted health and safety deficiencies, specifically related to cleanliness, sanitization, and physical plant. In the interim, our office will be moving forward with our own efforts to provide both short and long term solutions to obtaining additional resources to support you in your efforts.

MEMORANDUM

Page 2 of 2

This report is being distributed via email to executive and administrative staff at CCHCS, DSH and the Division of Adult Institutions. This contact email and report relinquishes responsibility to all entities to take both independent and collaborative administrative action as deemed appropriate to resolve the noted deficiencies. The attached executive summary identifies deficiencies that will require your collaborative efforts, corrective action and some level strategic planning to resolve. I am forwarding this report to you to ensure both our collaboration and mutual accountability in these issues.

As you move forward to remedy these deficiencies, please let me know if you require any assistance or clarification in either troubleshooting or interpreting the content of this report.

Please do not hesitate to contact Project Manager Gary C. Swarthout at 916-895-4309 or via email at [gary.swarthout@cdcr.ca.gov](mailto:gary.swarthout@cdcr.ca.gov) should you require additional clarification or assistance regarding either this process and or the content of the attached report.

cc: Richard Kirkland, Chief Deputy Receiver, CCHCS  
Diana Toche, Undersecretary, Health Care Services, CDCR  
Pam Ahlin, Director, DSH  
Yulanda Mynhler, Director, Health Care Policy and Administration, CCHCS  
R. Steven Tharratt, M.D., MPVM, FACP, Director, Health Care Operations, CCHCS  
Michael Hutchinson, Regional Health Care Executive, Region II, CCHCS  
Don Meler, Deputy Director, Field Operations, Corrections Services, CCHCS  
Chris Helton, Deputy Director, Resource Management, CCHCS



# HEALTH CARE SERVICES

## MEMORANDUM

Date: August 26, 2015

To: John Dovey, Director  
Corrections Services

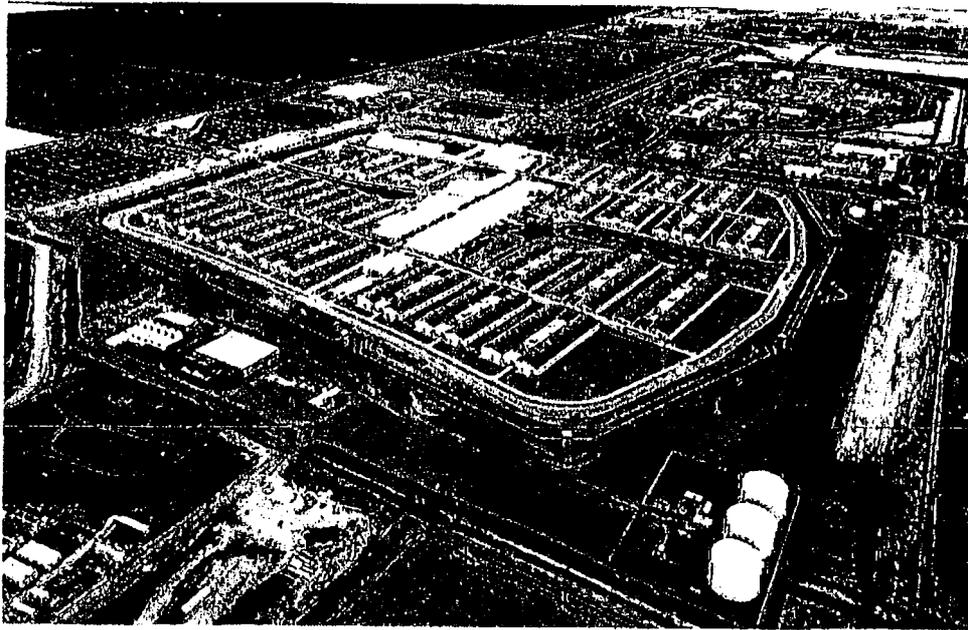
From: Gary Swarouth, Project Director  
Field Operations, Corrections Services

Subject: CALIFORNIA HEALTH CARE FACILITY SANITATION AND CLEANLINESS AUDIT

The following report is an assessment and executive summary of the sanitation and cleanliness conditions of the California Health Care Facility (CHCF). The contents of this report are based on a collaborative effort; both independent and shared observations by CHCF representatives, California Correctional Health Care Services (CCHCS) Custodial Supervisor III, Raul Montes, Department of State Hospitals (DSH) Program Assistant Ted Hernandez, DSH Hospital Administrative (A) Rebecca Senick, California Department of Corrections and Rehabilitation (CDCR) Associate Warden Vimal Singh, and myself. The assessment occurred on August 5 - 12, 2015. The purpose of the audit was to validate the level of sanitation and cleanliness at the facility, and if deficiencies were noted, provide a gap analysis. This information will be used to provide the necessary context and validation needed to determine if the proposed CHCF Health Care Facility Maintenance (HFM) Budget Change Proposal (BCP) is required and appropriate. The methodology used to make this determination was two-fold. This included a review of current CHCF Environmental Sanitation Procedures overlaid with the actual local procedures, operations, supporting documentation, physical plant, and cleanliness of the facility. The secondary methodology included utilizing the current HFM Receiver's Audit tool and the California Prison Industry Authority (CALPIA) HFM model to provide additional context and depth to the current conditions, resources, and challenges existing at CHCF. This method also provides a venue for quantifying the vastly different practices and resources that are associated and required when providing a community standard of cleanliness and sanitation. The referenced standard is premised on a nationally recognized standard, in this case, The International Sanitation and Supply Association (ISSA). The following Executive Summary provides an overview and reconciliation of the findings during this audit with existing local policies and procedures, as well as the CALPIA HFM model.

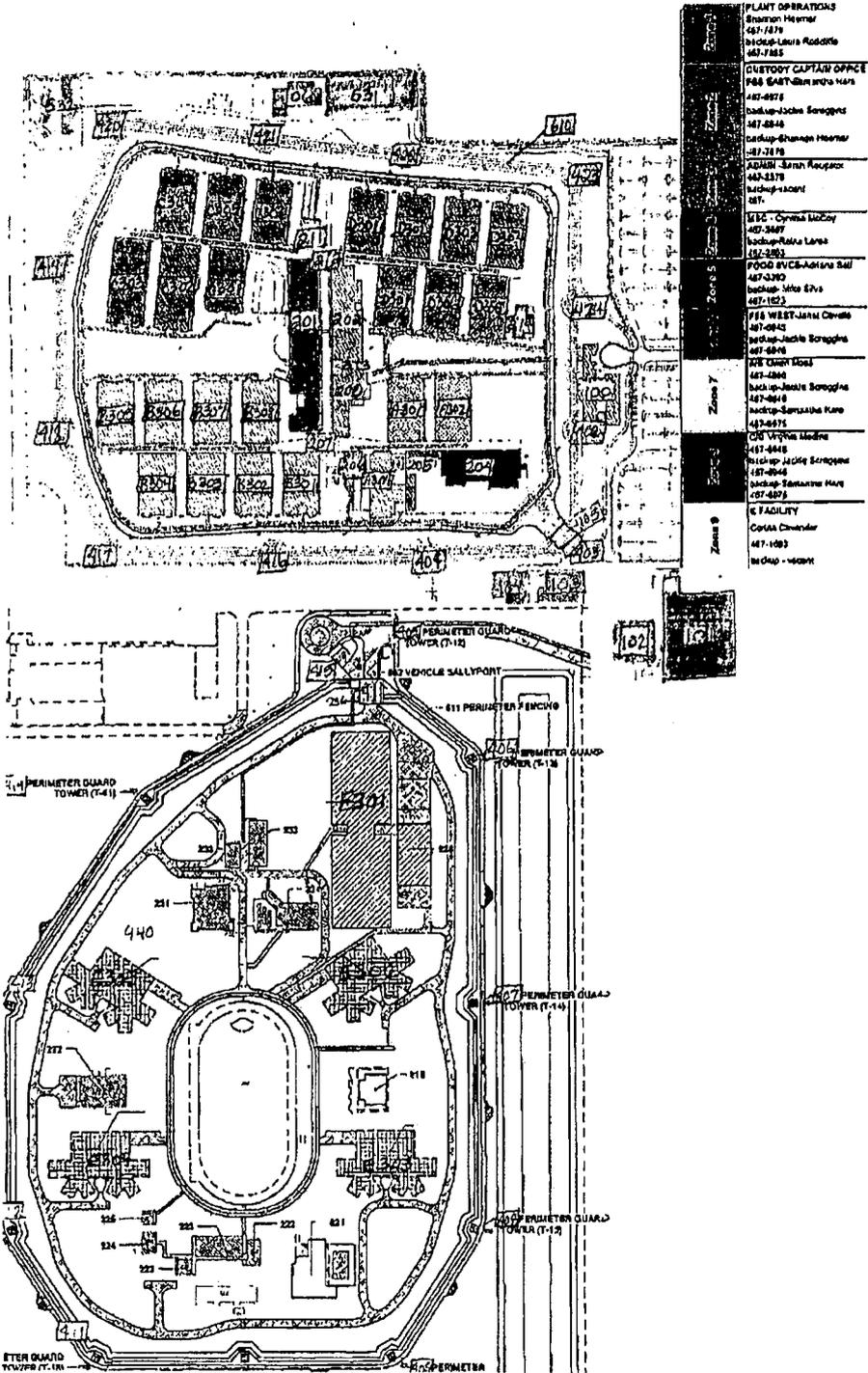
## CHCF MISSION

The CHCF provides medical care and mental health treatment to inmates who have the most severe and long-term needs. The 1.4 million square foot facility is certified to provide Intermediate level care to complement less acute treatment provided in other prisons operated by CDCR. The 54 building complex is located in South Stockton and provides housing and treatment for 1,722 inmate-patients provided by a professional health care staff of 2,500 from CDCR, DHS, and CCHCS. It is the largest medical and mental health correctional facility of its kind in the nation.



## CHCF PHYSICAL PLANT CONSTRUCTION

The below site map and area zone legend provide an overview of this expansive 1.4 million square foot facility. This infrastructure and the related personnel resources provide support for the delivery of medical and mental health care and services, while also providing custody supervision, overall physical plant operation, and upkeep of the facility. This requires around the clock services for all classifications to include the provision of custodian/environmental services 24 hours a day, 7 days a week, 365 days a year.



CHCF Buildings and Areas by Work Request Zone		
Zone ID / Name	Room Number / Name	WORK ORDER CENTER NUMBER
Operations and Maintenance	100-101	PLANT OPERATIONS
	102	Shannon Huber
	103	442-7474
	104	442-7474
	105	442-7474
	106	442-7474
	107	442-7474
	108	442-7474
	109	442-7474
	110	442-7474
Security Operations and Other Personnel Buildings	111	CLINTON CAPTAIN OFFICE
	112	442-7474
	113	442-7474
	114	442-7474
	115	442-7474
	116	442-7474
	117	442-7474
	118	442-7474
	119	442-7474
	120	442-7474
Admin	121	ADMIN - Eileen Hopper
	122	442-7474
	123	442-7474
	124	442-7474
	125	442-7474
	126	442-7474
	127	442-7474
	128	442-7474
	129	442-7474
	130	442-7474
Food Service	131	FOOD SERVICE - Amanda Burt
	132	442-7474
	133	442-7474
	134	442-7474
	135	442-7474
	136	442-7474
	137	442-7474
	138	442-7474
	139	442-7474
	140	442-7474
Patient Services	141	Patient Services
	142	442-7474
	143	442-7474
	144	442-7474
	145	442-7474
	146	442-7474
	147	442-7474
	148	442-7474
	149	442-7474
	150	442-7474
Zone F	151	AVG FACILITIES
	152	442-7474
	153	442-7474
	154	442-7474
	155	442-7474
	156	442-7474
	157	442-7474
	158	442-7474
	159	442-7474
	160	442-7474
Zone G	161	OB FACILITIES
	162	442-7474
	163	442-7474
	164	442-7474
	165	442-7474
	166	442-7474
	167	442-7474
	168	442-7474
	169	442-7474
	170	442-7474
Zone H	171	FACILITY
	172	442-7474
	173	442-7474
	174	442-7474
	175	442-7474
	176	442-7474
	177	442-7474
	178	442-7474
	179	442-7474
	180	442-7474

Note: High speed lines represent rooms represented within IBM Trilogis as Buildings for the purpose of Work Request Zone assignments.

## AUDIT TOOL AND REVIEW METHODOLOGY

This report uses an audit tool that was designed to measure compliance with key performance indicators for the HFM program. The performance indicators that were measured were extrapolated from policy and procedures, as well as, issues that early in the rollout schedule appeared as either a consistent barrier and/or were identified as a key element that impacted the program's success and/or failure. The audit tool aids the auditor in focusing on issues or items that illuminate the overall wellness and effectiveness of the custodial program, personnel performance, available resources, and ability to meet the goals outlined in policies and procedures. The categories in the audit tool include Documentation, Forms, General Procedures, Hand Hygiene, and Housekeeping. The tool also includes measurements for the issues identified by the Office of the Inspector General (OIG) as critical in their review of the delivery of medical services, sanitization, organization, and cleanliness.

Because of the circumstances and parameters of this audit specifically; the audit is not being conducted on HFM but on a facility that operates based on its own policies and procedures, documentation, and professional requirements thus the tool cannot be used to rate CHCF's compliance. Having said that, in this situation, the tool has been used as a guide to navigate a general assessment of the facility's condition with regard to its cleanliness, sanitation, and operations. The audit tool also provides a viable means by which to overlay the existing local CHCF operations, policies, procedures, documentation, and resources with the actual operations and conditions of the facility, thereby illuminating any gaps and/or deficiencies. The use of the audit tool in this venue, allowed for the identification of any systemic deficiencies while also providing a repeated sampling of the items reviewed. This method ensured the findings are both fair and accurate in capturing the overall wellness of the facility while also providing a quantifiable comparison to the CALPIA HFM program which it is premised on the fulfillment of the Receiver's goals to meet a community standard for sanitation.

## MANAGERIAL OVERSIGHT OF PERSONNEL RESOURCES AND TIME DEFICIENCY

Before providing the results for the audit, I want to underscore the noted deficiencies and findings directly correlate with lack of personnel custodian resources and supervision. There are of course other impacting factors and considerations; however, the linchpin issue that seems to tie most of the deficiencies together is a personnel resource shortfall which translates into a time-based deficit. In short, a good portion of the deficiency/gaps are related to time-based deficiency. The gap analysis clearly points to lack of personnel resources which ultimately erodes the necessary foundation and support required to either meet the expected standards and/or solve the problems, thereby preventing resolution to them. This includes having the necessary time to ensure management and supervisory oversight of training, equipment maintenance, cleaning and sanitizing, safety, documentation, accountability, communication, and planning.

## CHCF ENVIRONMENTAL SERVICES POLICIES AND PROCEDURES

Chapter 2: General Cleaning and disinfecting, Section 2: Cleaning procedures states the following: It is the policy of the CHCF Environmental Services that CHCF shall be cleaned using standardized procedures. Environmental Services staff shall receive initial and ongoing training regarding standardized cleaning of occupied inmate-patient areas, nurse's stations, work areas, halls, entrances, storage areas, rest rooms, laundry, pharmacy, kitchen, and other areas within CHCF. Subsection 1, Procedures: States, There shall be written policies and procedures developed and implemented to include but not limited to cleaning the following areas within CHCF by utilizing cleaning supplies and equipment:

- Inmate-patient areas
- Specialized care areas such as operating rooms
- Isolation areas
- Terminal cleaning of inmate-patient rooms upon discharge
- Nurses Station
- Kitchens and associated areas
- Laundry
- Pharmacy and offices
- Work areas
- Halls and entrances
- Storage areas
- Restrooms

A review of procedures and discussion with the Custodians Supervisor III revealed there are no procedures developed for the aforementioned with the exception of (Isolation Area/Negative Pressure Rooms). The lack of these detailed procedures coupled with the limited training and personnel resources directly contributed to the current conditions of the facility. My review of CHCF's Custodial program's policies and procedures included a total of nine policies, which were as follows:

### CHAPTER 1 - ADMINISTRATION

- Environment Services Overview
- Quality Control Weekly Log Sheets

### CHAPTER 2 - GENERAL CLEANING AND DISINFECTING

- Cleaning Schedule
- Cleaning Procedures
- Cleaning of Specialized Care Areas
- Section 4 Cleaning of Isolation Areas and Negative Pressure Rooms

### CHAPTER 3 - WASTE MANAGEMENT, SOILED LINEN, RODENT CONTROL

- Insect and Rodent Control
- Waste Management
- Laundry

### CHAPTER 4 - MISCELLANEOUS

- Inmate-Porters
- Standard Maintenance Work Request Procedure

The aforementioned policies and procedures were in the process of being updated when I initiated the audit. When on line, custodial staff and worker-inmates were asked about the procedures they were unfamiliar with them and unable to articulate in any level of detail about their content. There were limited training records available to determine whether or not they had received training and to what level the training had been done. The condition of the facility, regarding cleanliness, and sanitation, also reflected staff was either inadequately trained and/or were so understaffed they were unable to fulfill the expectations as outlined in the procedures. During my interviews with staff and inmates, the lack of training in procedures was again validated as the majority of inmates and staff indicated they had either no training or very limited training. The custodian training that was occurring included providing a copy of the procedures to staff with instructions to read them and familiarize themselves with them. Inmate-staff would then, when possible, receive some shadowing and a brief explanation of the equipment use. These same staff would provide instruction to the inmate-custodians. My observation and interviews reflected that the enormous size of the facility coupled with level and expected standards for cleaning and sanitization resulted in insufficient time and personnel required to both adequately train staff and inmates, as well as, meet the standards as outlined in their procedures.

During interviews with supervisory staff, management, and line staff this was further validated, as I was repeatedly told the aforementioned staffing deficiency and time deficit, resulted in their inability to meet the standards and requirements as outlined in their procedures. This included documentation requirements, supervisory oversight, training, cleaning, and sanitation. They also indicated the staff was overwhelmed with the basic daily functions and that any detail work, or required frequencies, were simply just not being met. In most cases, custodial staff was struggling to perform the bare minimum basic tasks such as emptying garbage cans, cleaning bathrooms, showers, and superficial cleaning of patient rooms and common areas. This was validated in my observation of staff, as I repeatedly noted that staff appeared to be performing their duties quickly and not within the scope or detail of their procedures. During my audit, I frequently observed inmate-custodians rushing from one area or task to another and again only focusing on the basics and/or what was considered manageable. I also noted in many cases that custodian staff presence was absent all together. This was validated by both nursing and custody who indicated in some cases they had not seen a custodian in months and that they had to rely on inmate-porters and/or their own personal efforts, specifically they would frequently have to clean their own work areas, patient rooms, etc.

In an effort to determine the size of the gap between policy and procedures and the actual operations that were occurring, I went over the procedures in detail with supervisory and administrative staff. During this process, it became quickly apparent that the gap was significant and the vast majority of the procedures and related tasks for cleaning and sanitization were either not being conducted or had been significantly altered based on the lack of the resources.

This was further validated in the review, photographing and cataloging of the condition of the facilities physical plant, cleanliness and sanitization which is depicted throughout this report. Our findings are also supported by scientific evidence, specifically, we conducted review of the Adenosine Triphosphate Procedures (ATP). ATP testing is a scientific method of measuring the energy molecule inside all animal, plant, bacterial, yeast, and mold cells. This is done using a Luminometer and Ultrasnap swab device to collect samples for the presence of Adenosine Triphosphates (AT). The reagent chemical used on the swabs react with the ATs producing lumens (light), thereby measuring the presence and level of ATs. The ATP testing included high touch surfaces and common surfaces throughout the facilities licensed areas. The test results were equally disturbing as the results included a 94% fail ratio, meaning the level of bacteria, germs, and microorganisms exceeded an acceptable standard. In fact, the levels of contamination were frequently 5 to 10 times higher than what was considered acceptable and in some cases were as much as 60 times higher.

The photos below provide reference to the ATP test procedure.



#### CHCF COMPARISON WITH CALPIA HFM MODEL

Comparatively speaking the CHCF Environmental Services custodian program practices and lack of detailed procedures are not consistent with the related HFM model and expected standard of operation. The HFM model includes in-depth procedures and forms for the purposes ensuring the cleaning and sanitizing of medical facilities. These procedures also address a wide spectrum of other content necessary to ensure safe working conditions, use of equipment, monitoring, and accountability. These include the following table of contents:

#### SECTION A - OVERVIEW

- General Policies and Rules A-01
- Safety Rules A-02

**SECTION B - HEALTH AND SAFETY**

- Standard Precautions B-01
- Bloodborne Pathogens & OPIM Spill Cleanup B-02
- Personal Protective Equipment B-03
- Hand Washing B-04
- Solid and Bio-Hazards Waste Management B-05

**SECTION C - CLEANING**

- Direct Patient Care Rooms C-01
- Isolation Areas and Negative Pressure Room Cleaning C-02
- Restroom, Shower, and Sinks C-03
- Janitor Closet C-04
- Pharmacy C-05
- Offices, Conference Rooms, and Training Rooms C-06
- Terminal Clean Operating Rooms C-07

**SECTION D – USE OF EQUIPMENT**

- Dust Mopping D-01
- Wet Mopping D-02
- Vacuuming D-03
- Floor Stripping and Finishing D-04
- Damp Wiping D-05
- Mirror, Window, and Blinds D-06
- Washing Walls and Ceilings D-07
- Drinking Fountains D-08
- Refrigerators D-09
- Entrances, Stairs, and Stair Wells D-10
- Beds and Gurneys D-11
- Patient Care Equipment D-12
- Soiled Linen and Laundry D-13
- Terminal Cleaning D-14
- Bed Bugs D-15
- C-DIFF, Norovirus, Ebola and MDRO's D-16

## PROCEDURES AND FORMS

• Daily Inspection checklist Procedure	HFM-P001
• Daily Inspection Checklist Forms	HFM-F001
• Weekly Inspection Procedure	HFM-P002
• Weekly Inspection Form	HFM-F002
• Monthly Inspection Procedure	HFM-P003
• Monthly Inspection Form	HFM-F003
• Corrective Action Plan and Log Procedure	HFM-P004
• Corrective Action Plan Log Form	HFM-F004
• Terminal Cleaning Checklist Procedure and Form	HFM-F005
• Work Order Procedure	HFM-P006
• Work Order Log Form	HFM-L002
• Weekly Status Report Procedure	HFM-P007
• Weekly Status Report Form	HFM-F007
• Custodian Cart Inventory Procedure	HFM-P008
• Daily Custodian Cart Inventory Form	HFM-F008
• ATP Testing Procedure	HFM-P010
• ATP Luminometer Testing Form	HFM-F010
• Refrigerator Temperature Log	HFM-F018
• Tool/Equipment Inventory Procedure	HFM-P011
• Tool/Equipment Inventory Form	HFM-F011
• Tool/Equipment Checkout Procedure	HFM-P013
• Tool/Equipment Checkout Form	HFM-F013
• Perpetual Chemical Inventory Procedure	HFM-P014
• Perpetual Chemical Inventory Forms	HFM-F014
• Chemical Dilution Testing Procedure	HFM-P015
• Chemical Dilution Testing Form	HFM-F015
• Certification Procedure	HFM-P016
• Customer Survey Procedure	HFM-P017
• Customer Survey Form	HFM-F017
• Modified Program Procedure	HFM-P018
• Inaccessible Procedure	HFM-P019
• Example Replacement/Repair Form	HFM-F019

## **CHCF PERSONNEL AND INMATE WORKFORCE RESOURCES**

### **Environmental Services Custodian Staffing**

CHCF Environmental Services has a total of 34 positions. Thirteen of these belong to CCHCS and 21 to CDCR. The breakdown of these positions includes 1 Custodian Supervisor (CS)III, 2 CSII's and 31 custodians. There are currently a total of 5 vacancies. There are an additional 9 contracted Lincoln custodians, 2 of which are currently vacant. DSH has a total of 18 custodian positions, 2 of which are currently vacant. DSH also supplements their workforce with 2 contracted custodians from Lincoln.

### **Environmental Services Custodian Staffing Vacancies**

During my audit of the CHCF Environmental Services personnel resources and vacancies, I was advised by the appointing authority, Warden Brian Duffy he had been given direction to not fill the custodian vacancies due to the impending CALPIA program implementation. I shared with him it was my understanding the positions should be actively recruited for and hired. I also relayed that in either scenario both CALPIA and Labor agreed the employee would still be actively employed and the facility was still in serious need of custodians.

In regards to DSH, I noted there has been a supervisory vacancy for approximately one year due to a work related injury and the position has not been hired or filled behind. Recent developments have allowed for DSH to move forward with hiring and it is anticipated the position will be filled.

### **Environmental Services Inmate Custodians**

In addition to the environmental services custodians, CHCF has a total of 54 inmate-porters assisting with the cleaning of the facility. The majority of these inmate-porters, however, have some level of disability, illness, and or physical impairment, making them less efficient in the performance of their custodial duties.

It is also noted and acknowledged that CHCF lacks an adequate able bodied inmate-workforce necessary to support its existing needs to include food services, warehouse, etc., which has been previously validated. Recent collaborative efforts between Division of Adult Institutions (DAI) and CCHCS have improved this situation and are expected to provide some relief and additional inmate-workforce resources.

Also noted is that DSH policy does not allow for the use of inmate-porter within their facilities, therefore, any solutions involving inmate-porters would not be considered viable in their areas of supervision and management. This policy in and of itself is a moot issue since the anticipated inmate-workforce numbers associated with the current efforts to obtain additional inmate resources would be insufficient to resolve both agencies needs.

### **Personnel Resource Deficiencies**

In my discussion with CHCF and DSH management both indicated they had elevated personnel resource deficiencies in environmental services via the budgetary process, however, were unsuccessful in obtaining additional resources. In the interim, they have used contracted services; however, limited contract funding has prevented the acquisition of the necessary contracted workforce that would be required to clean and sanitize the 1.4 million square foot facility.

### CHCF COMPARISON WITH CALPIA HFM MODEL

The CALPIA standard model which was based on the assumption services would be contracted and provided for the FSS, A, C, D, and E yards included 286 offenders and 80 full-time custodian classifications.

### EXPOSURE CONTROL PLAN

There was no exposure control plan in place and or integrated into the Environmental Services custodian program and training. I requested the procedure for review; however, the CS III for Environmental Services did not have the plan available nor were staff or inmates provided training in the plan. During multiple interviews with staff and inmate custodians neither were able to articulate the content of the plan and or were aware of what the plan was about.

### CHCF COMPARISON WITH CALPIA HFM MODEL

CALPIA and HFM are committed to providing a safe and healthful work environment for their entire staff and inmate custodians. In pursuit of this endeavor, the HFM program has an Exposure Control Plan (ECP) which is provided to eliminate or minimize occupational exposure to Bloodborne Pathogens in accordance with OSHA standard 29 CFR 1910.1030, "Occupational Exposure to Bloodborne Pathogens."

CALPIA HFM objective of the Bloodborne Pathogen Exposure Control Plan is to comply with the Occupational Safety and Health Administration's (OSHA) Bloodborne Pathogens Standard, 29 CFR 1910.1030, and to eliminate or minimize employee occupational exposure to blood, certain other body fluids, or other potentially infectious materials. All staff and inmates are provided mandatory training in the plan and the entirety of its content.

The ECP is a key document to assist CALPIA/HFM in implementing an ensuring compliance with the standard, thereby protecting HFM employees and inmate-workers.

This ECP includes:

- Determination of employee exposure
- Implementation of various methods of exposure control, including; Universal precautions
- Engineering and work practice controls
- Personal protective equipment
- Housekeeping
- Hepatitis B vaccination
- Post-exposure evaluation and follow-up
- Communication of hazards to employees and training
- Recordkeeping
- Procedures for evaluating circumstances surrounding an exposure incident

## **INJURY ILLNESS PREVENTION PLAN**

There was no Injury Illness Prevention plan in place or integrated into the Environmental Services custodian program and training. I requested the procedure for review; however, the CS III for Environmental Services did not have the plan available nor were staff or inmates provided training in the plan. During multiple interviews with staff and inmate custodians neither were able to articulate the content of the plan and/or were aware of what the plan was about.

## **CHCF COMPARISON WITH CALPIA HFM MODEL**

It is the policy of CALPIA that accident prevention shall be considered of primary importance in all phases of operations and administration. It is the intention of management to provide safe and healthy working conditions, appropriate training, and insist upon safe practices at all times by all employees.

To enhance the employees' health and safety, CALPIA has developed, implemented, and maintains an Injury and Illness Prevention Program (IIPP) as required by Title 8, California Code of Regulations, Section 3203. This program provides the framework for identifying and correcting workplace hazards, while addressing legal requirements for a formal written IIPP.

The IIPP outlines the general administrative functions for managing the safety program. Depending upon the operations performed at a particular factory/worksite, component programs may be necessary to address hazards present for a particular operation. These component programs, although developed separately, are considered an extension and part of the overall IIPP for the institution. Each component part is formatted in a similar fashion as the IIPP for administration, but may have responsibilities assigned differently than the IIPP. Copies of these programs may be kept in the same binder as the IIPP or separately depending upon the need.

A complete copy of the entire IIPP component parts will be maintained in the Administration Office, as well as, at each work site.

The component parts of the IIPP for HFM include:

- **HAZARD COMMUNICATION PROGRAM**
- **HEAT ILLNESS PREVENTION**
- **BLOODBORNE PATHOGENS (HFM)**
- **HAZARDOUS MATERIAL/HAZARDOUS WASTE PROGRAM (institutional)**
- **EMERGENCY ACTION PLAN (institutional)**
- **FIRE PREVENTION PLAN (institutional)**

### **LOCKOUT/TAGOUT PROGRAM**

There was no Lockout/Tagout program and plan in place and or integrated into the Environmental Services custodian program and training. I requested the procedure for review; however, the CS for Environmental Services did not have the plan available nor were staff or inmates provided training in the plan. During multiple interviews with staff and Inmate custodians neither were able to articulate the content of the plan and or were aware of the plan was about.

### **CHCF COMPARISON WITH CALPIA HFM MODEL**

It is the policy of the CALPIA to provide employees with a safe and healthy working environment. This document requires all staff and Inmate-employees to follow basic lockout principles when involved in cleaning, repairing, servicing, setting-up, unjamming, and adjusting of machinery. This procedure establishes minimum requirements for lockout of energy sources that could cause injury to personnel. All employees shall comply with these procedures at all times. The Energy Control Procedure has been developed to provide information, training, and guidelines to protect workers from serious or fatal injuries that could occur during the unexpected release of energy while working with or around machinery or equipment.

### **EMERGENCY CONTINGENCY PLAN**

There was no emergency contingency plan in place and or integrated into the Environmental Services custodian program and training. I requested the plan for review; however, the CS for Environmental Services did not have the plan available nor were staff or inmates provided training in the plan. During multiple interviews with staff and Inmate custodians neither were able to articulate the content of the plan and or were aware of the plan was about.

### **CHCF COMPARISON WITH CALPIA HFM MODEL**

The CALPIA HFM program has an Emergency Contingency plan to ensure that in the event of an emergency critical health and safety related functions associated with environmental services remain in effect. Staff are required to be trained in this plan and familiar with its components and their role in it. The plan includes the following subsections:

- Critical Enterprise Priorities
- Enterprise Contingency Plans
- Communications and Notifications
- Resumption Activities

### **OFFENDER TRAINING FILES AND REQUIRED TRAINING**

There was no offender training files and plan in place and or integrated into the Environmental Services custodian program. The CS did, however, provide a binder that had some documented training for inmates and staff. The documents in the binder reflected that there was limited training occurring. During my interviews this was validated as the majority of inmates interviewed indicated they had little to no training. When questioned regarding the IIPP, Job Hazard Analysis, Code of Safe Practices, Exposure Control Plan, etc., they were unable to articulate or recall any information pertaining to these procedures.

It should be noted the Environmental Services Procedure Manual Chapter 4, provides specific guidelines and requirements for training and supervision of the Inmate-workers. During my interview and discussion with supervisory staff it was clear that the majority of these guidelines are not being met. This presents obvious gaps that ultimately create deficiencies and an unsanitary environment which jeopardizes the facilities licensure and the health and safety of Inmate-patients and staff.

The CS III indicated the custodian-employees are given the procedures to read when they are hired and provided some on the job training (OJT) from other custodians or the Supervisor II when possible. These employee-custodians then provide OJT to offender-custodians. He also indicated that in some cases inmates end up reporting to work without the aforementioned, simply because of the assignment process and the lack of time to coordinate and supervise the overall custodial operations. He also indicated and cited examples of new custodian staff or contracted custodians arriving and ending up reporting for actual duty after only receiving several hours of orientation. In these cases, and all others, efforts are made to support the staff; however, there are limitations to what can be done simply based on lack of time, supervision, and personnel resources.

#### **CHCF COMPARISON WITH CALPIA HFM MODEL**

The CALPIA HFM program requires training files for all of their employees to include the inmates. The HFM program also requires initial orientation training, ongoing documented training and formal TPC certification and certificates of completion. The below subsections reflect the required content per procedure for the CALPIA HFM Inmate training files.

#### **Job Description, Application, and Orientation Documents**

- Inmate Job Description
- Inmate-worker Application
- The Basics of Safety
- Individual Employee Training Documentation Initial Training
- Employee Training Hazardous Substances

#### **Work Expectations, Code of Safe Practices, & IIPP**

- CALPIA Inmate Work Expectations
- New Inmate Rules and Expectations
- Code of Safe Practices
- IIPP for Inmates
- IIPP Binder Training
- CALPIA Inmate/Offender Job Description
- GED Requirements

#### **Training Documents**

- Orientation Checklist
- Sign-In Sheets
- Training Video Checklist

### **Certifications and Certificates**

- Certificates

### **Work Supervisor Reports 101's**

-Work Supervisor Report

### **Chrono's Disciplinary and Informative**

### **CALPIA TRAINING REQUIRMENTS COMPARISON**

Staff and Inmate-employees, shall have training and instruction on general and job-specific health and safety practices. This training is provided at no cost to the worker and is conducted during the worker's normal working hours on State time. Staff will normally present safety training, although other, knowledgeable department personnel or representatives from other relevant safety organizations may also be used.

All safety training shall be documented, including individual and group training sessions. This documentation shall be maintained for a period of three years. Training records are maintained in the Administration Office for staff and in each specific work area for inmate-employees.

### **INITIAL ORIENTATION/NEW EMPLOYEE ORIENTATION**

Staff shall train all staff and inmate-employees on the structure of the IIPP, including individual responsibilities under the program, and the availability of the written program. Training shall be provided upon establishment of the IIPP or within 5 days of hire and shall include the following specific information:

- Introduction and review of the Illness and Injury Prevention Program.
- Review of emergency plans (fire, earthquake, evacuation, and other emergencies).
- Fire safety (use of fire extinguishers, recognizing fire hazards, proper reporting methods, and evacuation procedures).
- Process for reporting any unsafe conditions, work practices, or injuries.
- Employee Right to Know and Safety Data Sheets (SDS) Information.

### **Training on Specific Hazards**

Staff and inmates will receive training to familiarize them with the health and safety hazards to which workers under their immediate direction and control may be exposed.

Staff shall ensure the personnel they supervise receive appropriate training on the specific hazards of work they perform and the proper precautions for protection against those hazards including:

- Code of Safe Practices for the specific work to be performed.
- Safe practices for operating, cleaning, adjusting, and servicing machinery.

- Specific training on one or more of the component parts of the IIPP (i.e. ergonomics, confined space, lockout/tagout, respiratory protection, etc.) will be provided as applicable.
- Information on the use of appropriate clothing, including gloves, footwear, and personal protective equipment.
- Information about chemical hazards to which workers could be exposed and other hazard communication program information (Safety Data Sheets).
- Provisions for medical services and first aid including emergency procedures.
- Slips, falls, proper lifting techniques and back injury prevention.
- Information and training on Bloodborne Pathogens.

#### **Other Training**

Additional specific instructions will be provided to all staff and Inmate-workers regarding hazards unique to their job assignment, to the extent that such information was not already covered in other training. Training will be provided when new substances, processes, procedures, or equipment, which present potential new hazards, are introduced into the workplace or when new, previously unidentified hazards are recognized. Occupational injuries that occur will be investigated and, if determined necessary, additional training will be provided.

#### **HFM Health Care Facilities Maintenance Certification/Awards Program**

Inmates will be trained and receive formal certification and awards for the following categories.

- New Hire Orientation Certificate
- SDS Communication Award
- Certificate of Appreciation (Hazardous Materials and Safety Program)
- Certificate of Proficiency (Various skill Sets)
- Inmate Employability Program (IEP)

#### **STAFF TRAINING AND TRAINING FILES**

It is the policy of the CHCF Environmental Services that CHCF shall be cleaned using standardized procedures. Environmental Services staff shall receive initial and ongoing training regarding standardized cleaning of occupied inmate-patient areas, nurse's stations, work areas, halls, entrances, storage areas, rest rooms, laundry, pharmacy, kitchen and other areas within CHCF.

There were staff files available; however, these files were for supervisory purposes only and had no training records in them. The supervisory content was limited and there was sparse documentation. The CS did however provide a binder that had some documented training for staff. The documents in the binder reflected there was limited training occurring. During my interviews, this was validated as the majority of staff interviewed indicated they had received some training; however, there was not ongoing training occurring. This became evident when they were questioned regarding the IIPP, Job Hazard Analysis, Code of Safe Practices, Exposure Control Plan, CHCF Policies and Procedures, etc., they were unable to articulate or recall any information pertaining to these procedures.

The CS III indicated that the custodian-employees are given the procedures to read when they are hired and provided some OJT from other custodians or the Supervisor II when possible. He also indicated and cited examples of new custodian staff or contracted custodians arriving and ending up reporting for actual duty after only receiving several hours of orientation. In these cases, and all others, efforts are made to support the staff; however, there are limitations to what can be done simply based on lack of time, supervision, and personnel resources.

#### **CHCF COMPARISON WITH CALPIA HFM MODEL**

Refer to prior subsection: OFFENDER TRAINING FILES AND REQUIRED TRAINING

#### **HAZARD ASSESSMENT OF WORK DUTIES**

There were no hazard assessment of work duties available for review, nor was this aspect of the IIPP integrated into the Environmental Services custodian program, operations, and training. This is a key element to ensure staff and inmates alike are aware of the identified risks and required safety precautions necessary when performing each essential function or task associated with their duties to include operations of equipment, use of chemicals, and protective equipment. Failure to provide this information places the custodian's staff and inmates at risk of injury and also jeopardizes the safety of other inmates and personnel in the area.

#### **CHCF COMPARISON WITH CALPIA HFM MODEL**

The CALPIA HFM program has a general Code of Safe Practices that applies to all staff and inmate-employees in performing their duties for CALPIA. Staff is responsible for documenting the hazards associated with each job safety class within their work area. A job safety class is defined as groupings of employees with common work assignments, locations, conditions, and hazard potential. The Hazard Evaluation Form for General Work Areas and Specific Occupational Hazard Classification will be completed for each job safety class outlining:

- Description of the specific tasks associated with performance of the job duties.
- Potential hazards associated with performance of the job duties
- Safe work practices, proper equipment operation, and personal protective equipment that must be utilized to perform the work in a safe manner.

Once completed, staff will use this information to develop a Code of Safe Practices, using the General and Specific Industry Safety Orders as a guide. This document identifies each potential hazard and a safe practice that avoids or minimizes the hazard. The Code of Safe Practices is a tool for briefly describing safety-related work procedures and conditions which, if complied with, minimize hazards associated with the particular type of work and equipment operated. This document serves as a means to provide proper training for each job safety class and allows for enforcement of the correct job procedures.

CALPIA policy and procedure also includes additional subsections as follows:

- Initial Hazard Assessment
- Inspections
- Fire Life and Safety
- Environmental Health and Hazardous Waste Audits
- Other Hazard Assessment

#### **WEEKLY AND MONTHLY SAFETY COMMITTEE MEETINGS HELD AND DOCUMENTED**

The CS III Indicated there were no monthly safety meetings being conducted in the Environmental Services custodian program and operations. The CS III Indicated that, due to a lack of time, he has been unable to implement such a program.

Monthly safety meetings provide the necessary forum to ensure a safe working environment and a venue to both train and discuss safety related issues and topics. These forums ensure inmates and staff are collaboratively addressing deficiencies that either directly or indirectly impact the safety, sanitization, and cleanliness of the facility. The absence of the committee can exacerbate health and safety related issues, ultimately leaving ongoing risks and dangers unchecked and addressed.

#### **CHCF COMPARISON WITH CALPIA HFM MODEL**

The CALPIA HFM program mandates that a Safety Committee is established to deal with the health and safety issues relating to operations and to hear and act upon health and safety complaints filed by staff and inmate employees. In the HFM program the Safety Committee is the vehicle by which the routine day-to-day health and safety issues (i.e., life safety, procedures, accident reports, code of safe practices) are raised, and where possible, resolved.

#### **QMC MEETINGS ATTENDED AND DOCUMENTED**

There are currently no requirements or expectations for supervisory custodian representation and participation in the Quality Management Committee. Under the current circumstances participation would seem unlikely due to the lack of resources and time. This is unfortunate since this venue is an excellent opportunity to elevate issues of concerns pertaining to the patient safety, facility cleanliness and sanitization. This venue would also have been an excellent forum to elevate and educate management and professionals regarding the lack of custodian resources and the impact to the overall environmental services pertaining to patient care and treatment and professionals working environment. Participation in the Quality Management Committee (QMC) would create the necessary awareness, validation, and acknowledgment of needed custodian resources and related deficiencies to include the ongoing unsanitary conditions of the facility. This ultimately would result in the assignment of a Quality Improvement Team (QIT) and validation of the issues and possible solutions and resolutions, to include; recommendation of a budget concept statement or budget change proposal.

#### **CHCF COMPARISON WITH CALPIA HFM MODEL**

The HFM Program and policy requires participation in the QMC and the maintenance of records reflecting participation and the elevation of subjects relevant to the HFM's successful acquisition of its contractual obligations. This includes the sanitization and cleanliness of the facility.

#### **ORIENTATION TRAINING FOR OFFENDERS DOCUMENTED**

**CHCF policy and procedure manual XXI Environmental Services, Chapter 4: Miscellaneous, subsection 1, Procedures states the following:** The orientation process for new environmental services inmate-porters is as follows:

Each inmate-porter will receive an environmental services orientation from the CS II on the inmate-porters first day of assignment and before assuming duties. The inmate-porter indicates they understand all the orientation information presented by initialing (each item) and signing the orientation check list. The orientation checklist will be included in the inmate-porter's file within Environmental Services.

The custodian lead, for inmate-porters specific work area, will reveal all the information on (Attachment 2) with the inmate-porter. The inmate-porter indicates they understand all the information presented by initialing (each item) and signing the acknowledgment form. This will be included in the inmate-porter file.

A review of training records and discussion with CS III revealed that inmate orientation consist of the inmate receiving and signing his duty statement. None of the aforementioned requirements and or orientation training as outlined above are occurring resulting in noncompliance with local procedure and policy.

#### **CHCF COMPARISON WITH CALPIA HFM MODEL**

The CALPIA HFM programs policies and procedures require New Employee Orientation to include the following: HFM staff shall train all staff and inmate-employees on the structure of the IIPP, including individual responsibilities under the program, and the availability of the written program. Training shall be provided upon establishment of the IIPP or within 5 days of hire and shall include the following specific information:

- Introduction and review of the IIPP.
- Review of emergency plans (fire, earthquake, evacuation, and other emergencies).
- Fire safety (use of fire extinguishers, recognizing fire hazards, proper reporting methods, and evacuation procedures).
- Process for reporting any unsafe conditions, work practices, or injuries.
- Employee Right to Know and SDS Information.

#### **Training on Specific Hazards**

Staff and inmates will receive training to familiarize them with the health and safety hazards to which workers under their immediate direction and control may be exposed.

Staff shall ensure the personnel they supervise receive appropriate training on the specific hazards of work they perform, and the proper precautions for protection against those hazards including:

- Code of Safe Practices for the specific work to be performed.
- Safe practices for operating, cleaning, adjusting, and servicing machinery.
- Specific training on one or more of the component parts of the IIPP (i.e. ergonomics, confined space, lockout/tagout, respiratory protection, etc.) will be provided as applicable.
- Information on the use of appropriate clothing, including gloves, footwear, and personal protective equipment.
- Information about chemical hazards to which workers could be exposed and other hazard communication program information - SDS.
- Provisions for medical services and first aid including emergency procedures.
- Slips, falls, proper lifting techniques and back injury prevention.
- Information and training on Bloodborne Pathogens.

### Other Training

Additional specific instructions will be provided to all staff and inmate-workers regarding hazards unique to their job assignment, to the extent that such information was not already covered in other training. Training will be provided when new substances, processes, procedures, or equipment, which present potential new hazards, are introduced into the workplace or when new, previously unidentified hazards are recognized. Occupational injuries that occur will be investigated and, if determined necessary, additional training will be provided.

### ORIENTATION TRAINING FOR STAFF DOCUMENTED

A review of staff training records and interview with the CS III revealed custodian staff did not receive a formal orientation for Environmental Services. They did, however, receive the 40-hour new employee orientation required by the institution. This information while critical to their employment within a correctional facility does not provide the necessary topics and information needed to acclimate and prepare a custodian with regard to their new employment as a custodian in environmental services. Specifically, understanding functions and tasks associated with the performance of their duties as related to sanitation, cleanliness, etc.

The CS III indicated that currently Environmental Services staff orientation was limited to having them sign their duty statement, read a copy of the procedures, and having them shadow another custodian for several days. He indicated that there was no formal orientation that would include training material, resource guides, etc.

### CHCF COMPARISON WITH CALPIA HFM MODEL

The CALPIA HFM programs policies and procedures require New Employee Orientation to include the following: HFM staff shall train all staff and inmate-employees on the structure of the IIPP, including individual responsibilities under the program, and the availability of the written program. Training shall be provided upon establishment of the IIPP or within 5 days of hire and shall include the following specific information:

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- Employee Right to Know and SDS information.

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- Information on the use of appropriate clothing, including gloves, footwear, and personal protective equipment.
- Information about chemical hazards to which workers could be exposed and other hazard communication program information - SDS.
- Provisions for medical services and first aid including emergency procedures.
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### CHCF TOOL CONTROL, PERPETUAL CHEMICAL AND SUPPLY INVENTORIES

A review was conducted of CHCF's Custodial programs documentation, which would normally include; Inventories for tools, supplies and perpetual chemical use. These inventories are used to monitor and manage the use of controlled items for the purposes of safety, security, and accountability for the facility. The review revealed there were no supply inventories, or perpetual chemical inventories occurring. The review also revealed there was limited tool control, specifically in areas where tools were inventoried there were multiple items unaccounted for and in other areas there were no inventories or accountability at all for the same items and others. The tools and equipment that were inspected included a variety of items such as dust mop head frames made of metal rod stock, buffers, floor blowers fabricated with metal rod stock, mop buckets, metal vacuum attachments, shop vacuum, etc. There was no identified use of chits, shadow boards, color coding, and scribing in any of the areas inspected or reviewed. There was also limited documentation and a failure to comply with institutional and departmental key and tool control policies and procedures.

There were no comparisons with local custodian procedures as none were in place; however, CHCF, like all other institutions, has a variety of resources that mandate oversight of these items to include Local Operation Procedures, Department Operations Manual Section, Injury Illness Protection Plans and OSHA requirements. These did not appear to be in use with regard to the Environmental Services custodian program.

#### **CHCF COMPARISON WITH CALPIA HFM MODEL**

Comparatively speaking the CHCF Environmental Services custodian program practices and lack of procedures are not consistent with the related HFM model and expected standard of operation. The HFM model includes procedures and forms for the purposes of custodian tool control, perpetual chemical inventories, and supply logs. These are as follows:

The purpose of these procedures is to describe the process by which the CALPIA field staff is required to document custodians cart inventory for HFM.

- **Custodian Cart Inventory Procedure HFM-P008**
- **Daily Custodian Cart Inventory Form HFM-F008**

The purpose of these procedures is to describe the process by which the CALPIA field staff is required to document tool and equipment inventory for HFM.

- **Tool/Equipment Inventory Procedure HFM-P011**
- **Tool/Equipment Inventory Form HFM-F011**

The purpose of these procedures is to describe the process by which the CALPIA field staff is required to document tool and equipment that are check out for HFM.

- **Tool/Equipment Check Out Procedure HFM-P013**
- **Tool/Equipment Form HFM-F013**

The purpose of these procedures is to describe the process by which the CALPIA field staff is required to document a perpetual chemical inventory for HFM.

- **Perpetual Chemical Inventory Procedure HFM-P014**
- **Perpetual Chemical Inventory Form HFM-P014**

#### **HEPATITIS B VACCINATION OFFERED TO CUSTODIANS DOCUMENTED**

There was no evidence that Hepatitis B vaccinations were offered to the Inmate-custodians. The CS III indicated that they do offer this to staff; however, Inmate porters are currently not offered this as part of the Environmental Services custodian program. This is of great concern, since the inmate-custodians are exposed to the same environmental conditions and risks that the custodian employees are. In fact, based on my review, there is clear and undisputable facts that support that the level of risk to exposure is even greater for the inmate-custodians due to the lack of training and education the Inmate-custodian receive.

## CHCF COMPARISON WITH CALPIA HFM MODEL

CALPIA/HFM program makes the Hepatitis B vaccine and vaccination series available to all employees who have the potential for occupational exposure, as well as, post-exposure follow up to employees who have experienced an exposure incident. This is documented in the employee and inmate files.

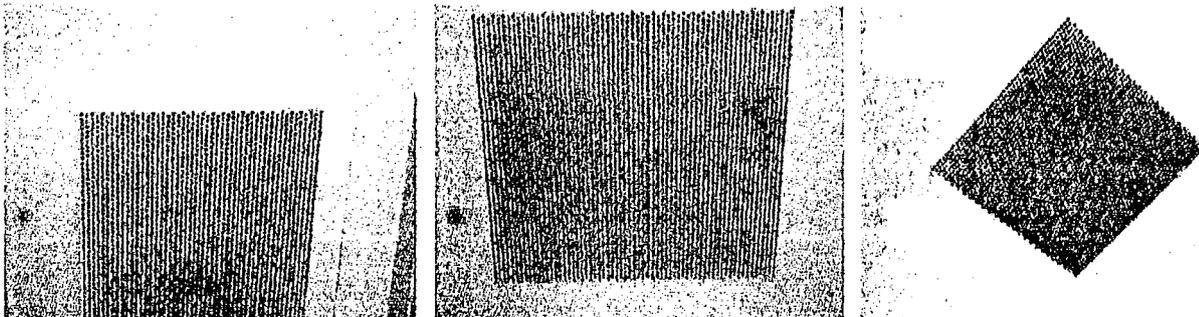
## CLEANING SCHEDULE

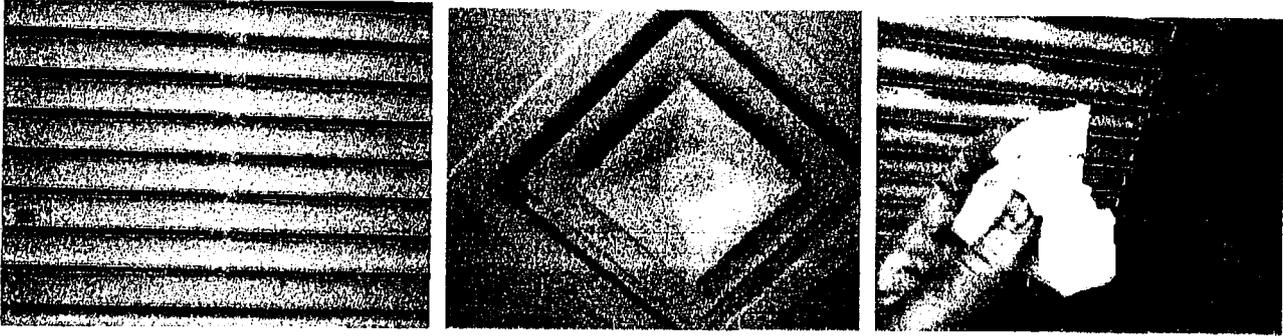
CHCF Policy and Procedure Manual, Volume XXI – Environmental Services, Chapter 2: General Cleaning and Disinfecting, Section 1: Cleaning Schedule states: It is the policy of the CHCF Environmental Services that CHCF shall be kept in a clean, safe, orderly, and sanitary condition, free from offensive odors. This includes establishing a regular schedule for cleaning and sanitizing of the CHCF facility and the equipment. It also includes making provisions for the routine cleaning of articles and surfaces such as furniture, floors, walls, ceiling, supplies and exhaust grills and lighting fixtures with detergent and/or disinfectant. The schedule shall include frequency and shall be supported by the relevant procedures.

In my discussion with both the CS III and the Acting DSH Assistant Administrator I was advised that neither had a cleaning schedule which is required by both agencies policies and procedures. The procedures for both agencies outlines the expectations for ensuring that a cleaning and sanitization schedule was developed, maintained, updated, and executed in accordance with the schedule and related policies and procedures. Both the CS III and the DSH Assistant Administrator indicated that such a schedule would be impossible to implement without additional resources, specifically citing that the existing custodian resources are barely able to fulfill the daily functions of basic sanitization and cleaning, such as emptying and sanitizing trash receptacles, cleaning bathrooms, restocking paper products and soap, and providing base level cleaning of patient care rooms when requested and performing detailed terminal cleanings of patient rooms due to discharge and or movement of patients.

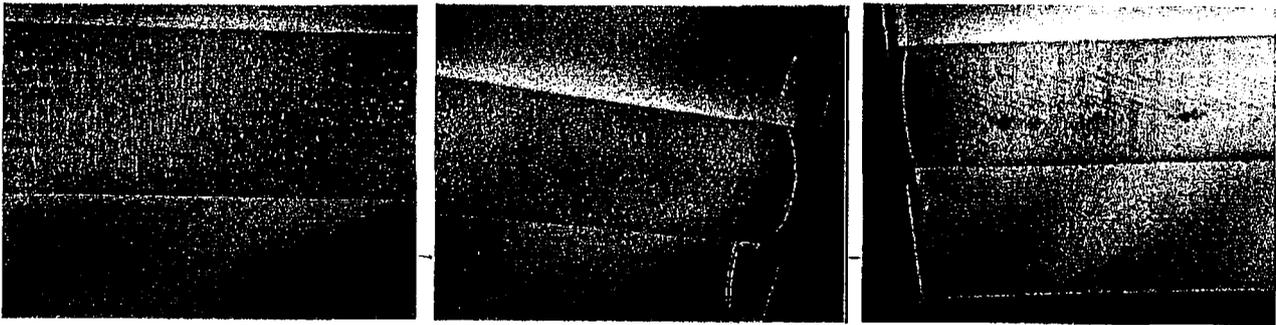
The review and audit of multiple patient rooms, direct patient care areas, common areas etc validated the aforementioned. The condition of these areas consistently did not pass inspection and were found to have high levels of dust, dirt, and debris. These areas also consistently failed ATP testing demonstrating the presence of exceedingly high level of germs, bacteria and microorganisms.

The photos below depict a consistent theme of vents in patient care areas and patient rooms being clogged with significant levels of dust and debris.





The photos below depict a consistent theme of dust, debris, and Insect carcasses within inner and outer portions of the lighting lens fixtures.

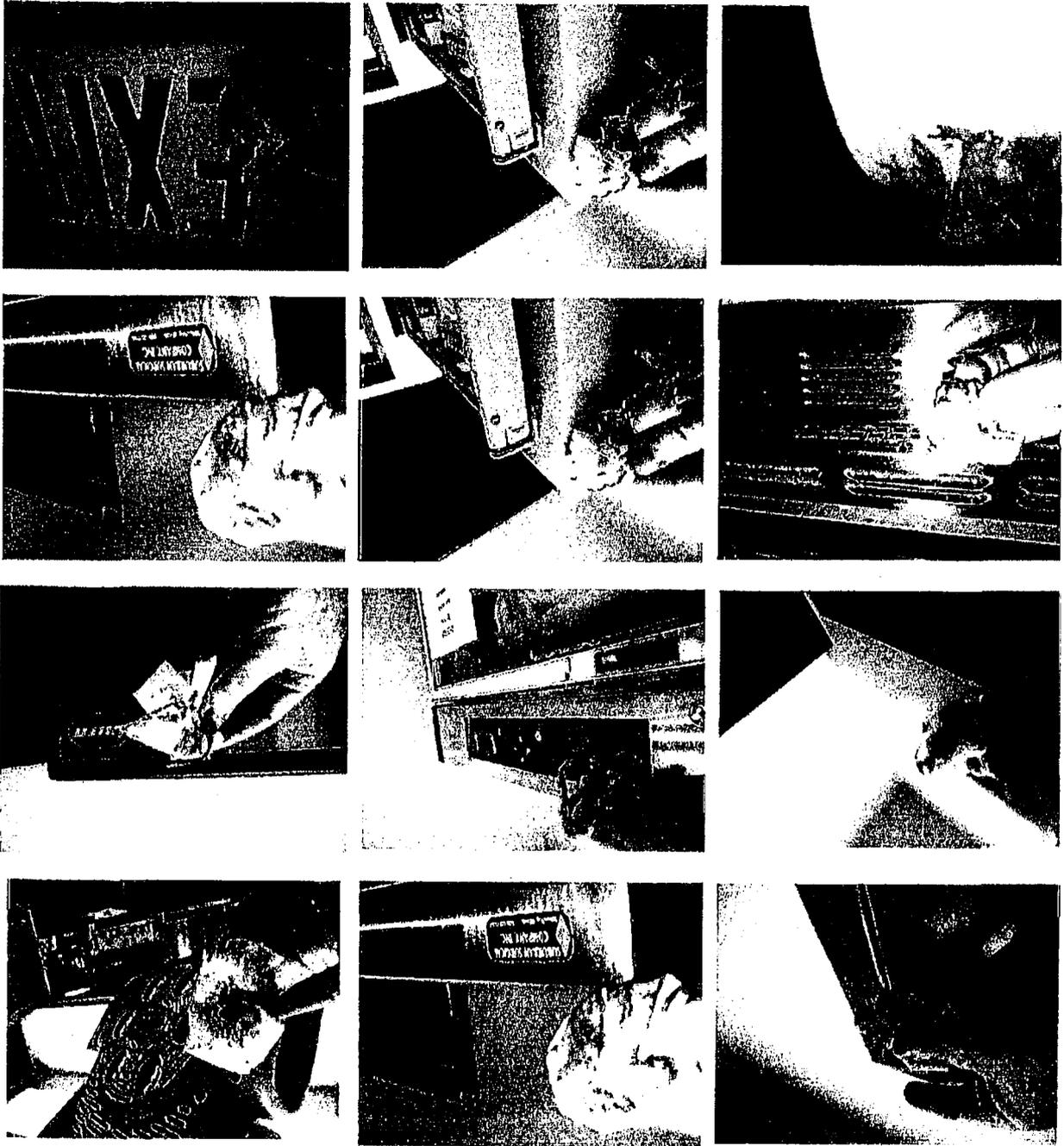


The photos below depict the consistent theme of doors and transition lines being covered in dirt and debris.



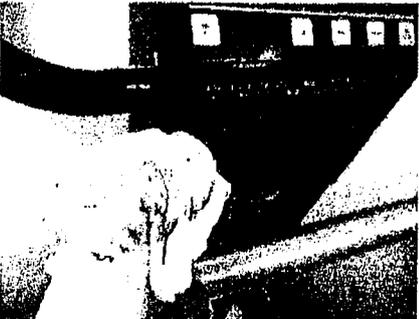
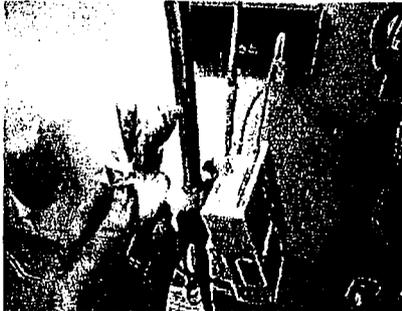
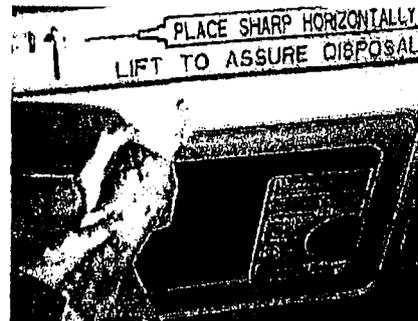
These photos depict the common theme of wall guards being covered in dust, debris and dead insect carcasses.

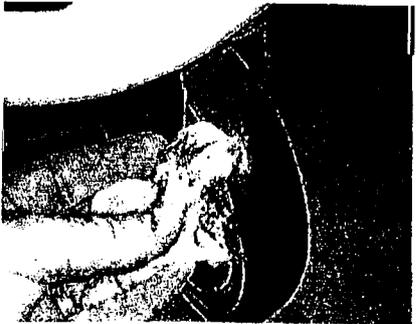
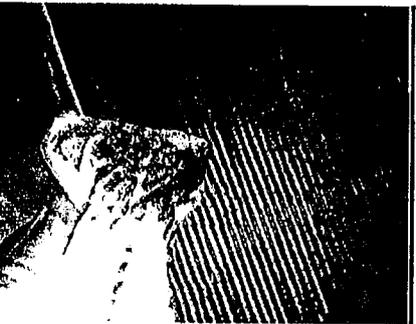
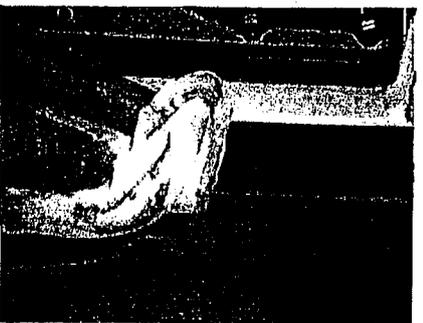
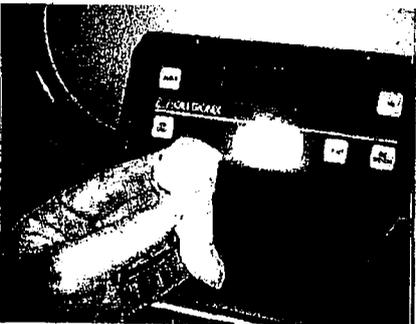
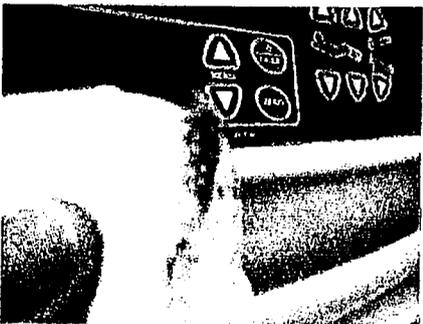
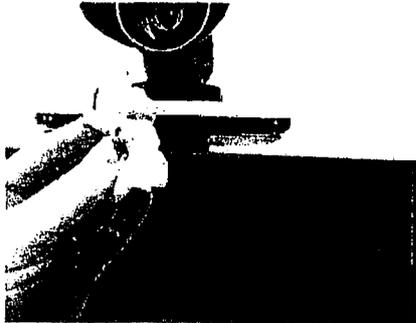
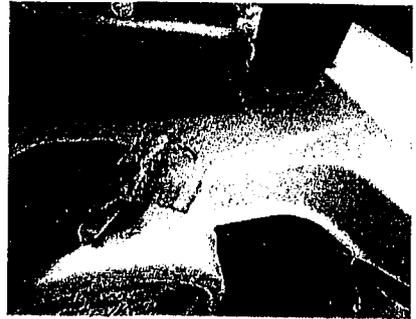
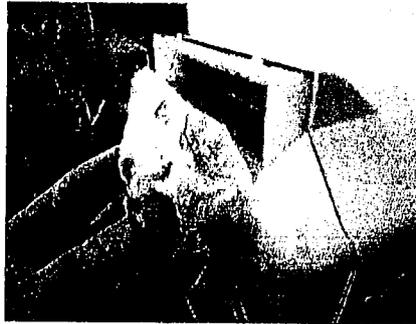




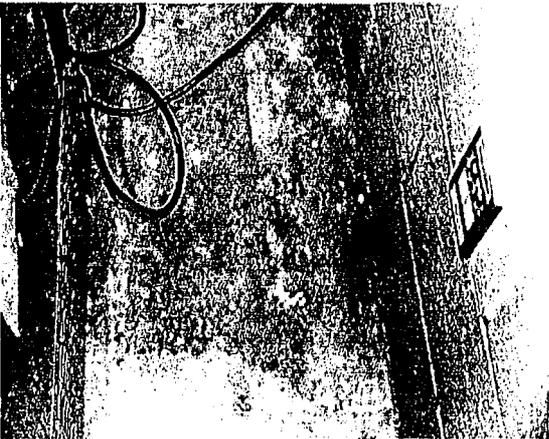
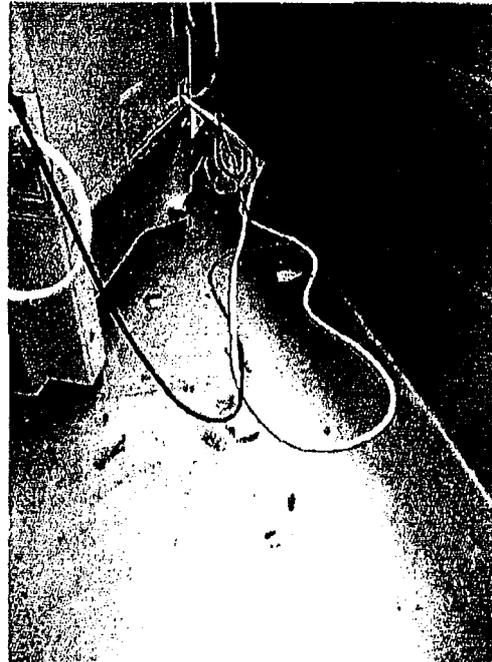
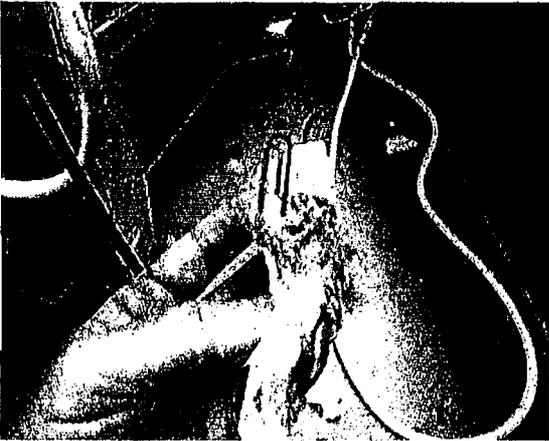
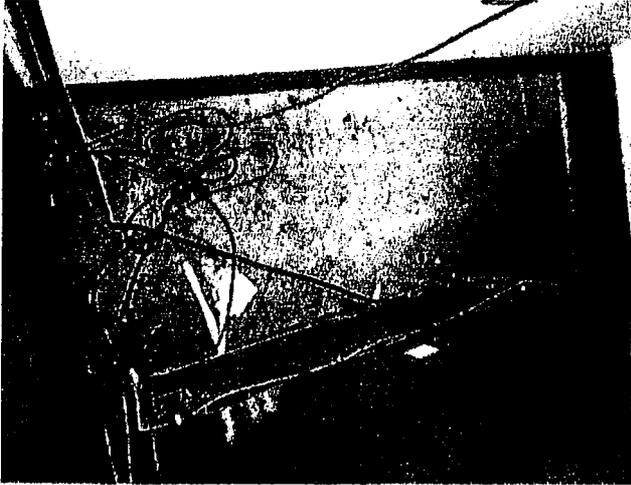
These photos depict the common theme of high dusting areas such as door ledges, cabinets, shelving, medical equipment, refrigerators, etc., that consistently was found to have high levels of dust and debris.

These photos depict the common theme of medical equipment throughout the facility that was used for direct patient care having large quantities of dust and debris on them. This is of great concern due to the specific use of the medical equipment and the correlation with patient care to include direct contact with both the inmate-patient and medical professional using the equipment and or items. These items were also tested using the ATP and consistently were found to be at unacceptable levels for the presence of germs, bacteria, and microorganisms.

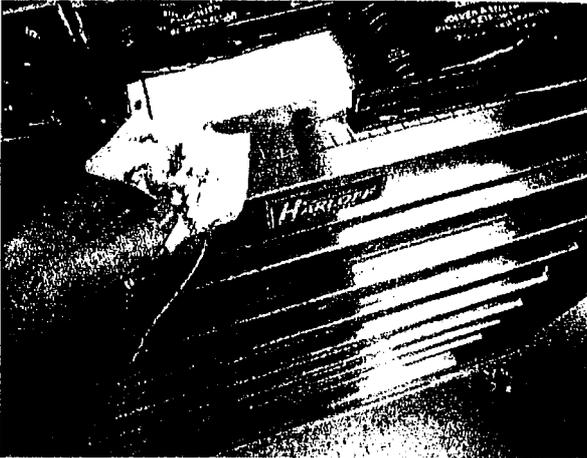
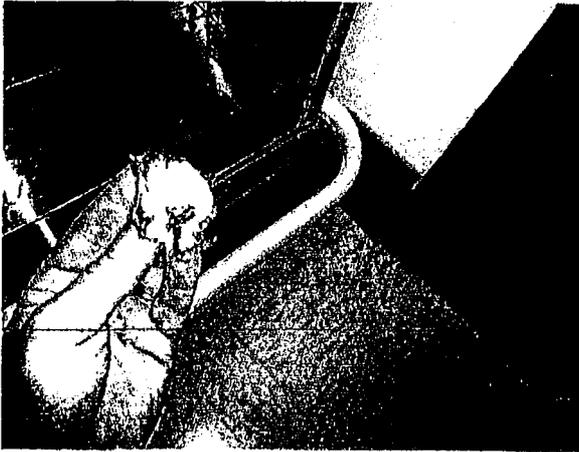
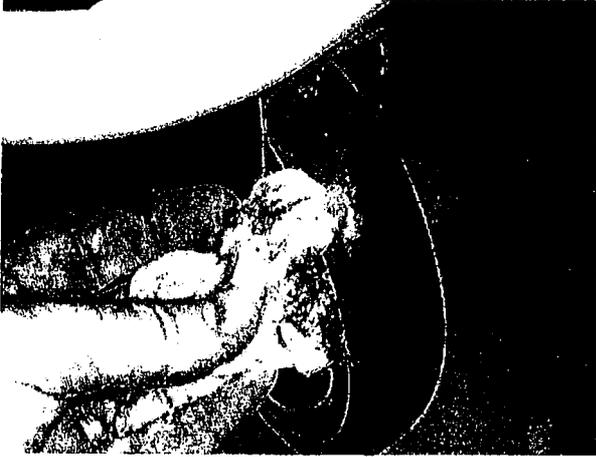


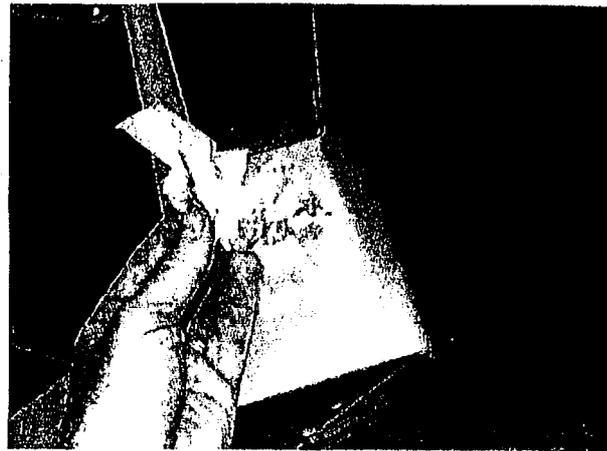
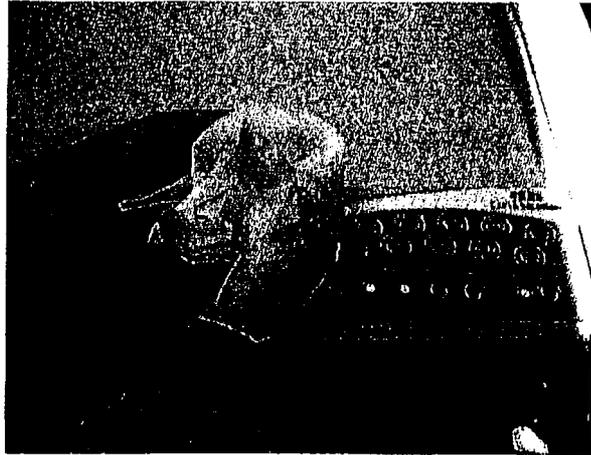


The photos below illustrate a consistent theme of dust and debris behind refrigerators and copy machines, and other difficult to move furnishings or medical equipment.

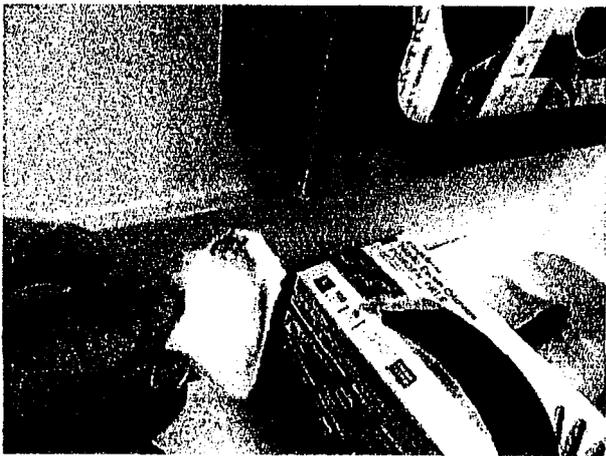


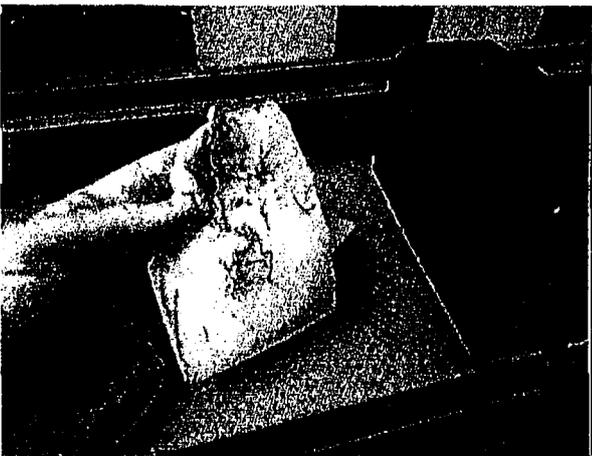
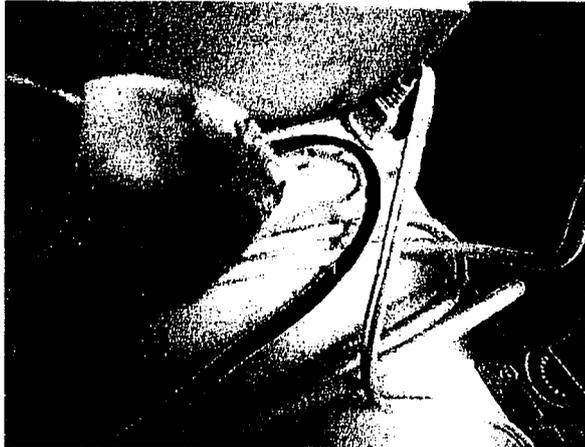
The photos below catalog a common theme of medication carts having large quantities of dust and debris and being found in unsanitary conditions.



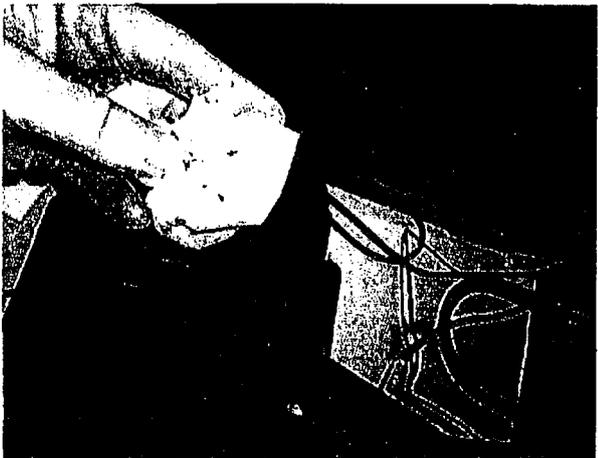


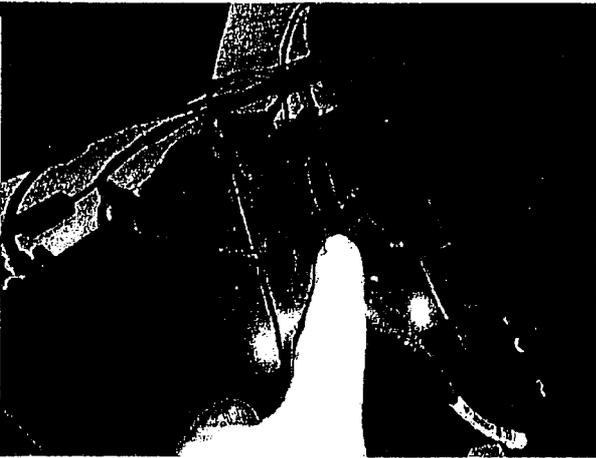
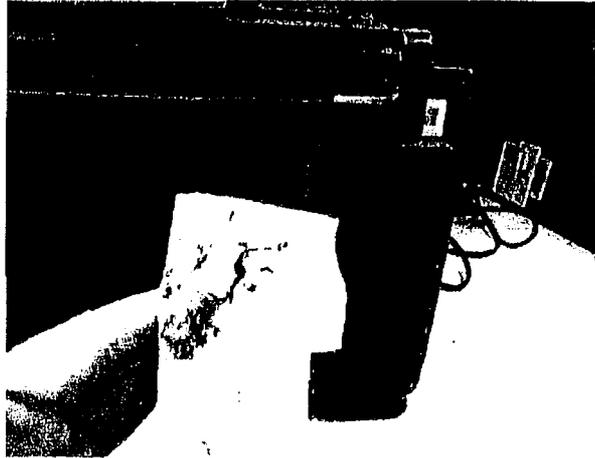
These photos catalog the consistent theme of dust and debris on countertops and countertop ledges in direct patient areas such as exam, standby emergency, nurse's station, etc.





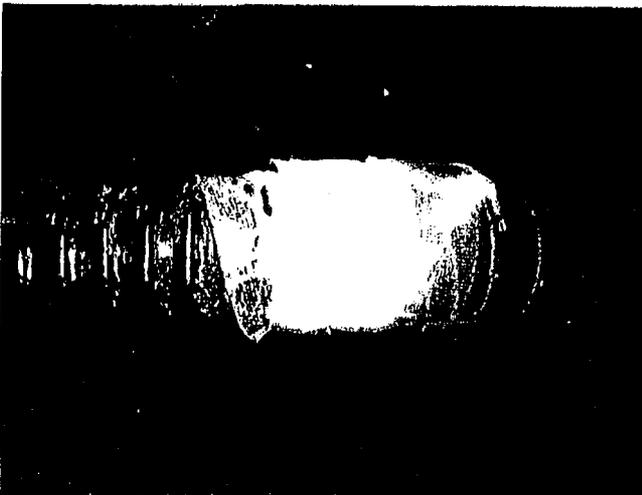
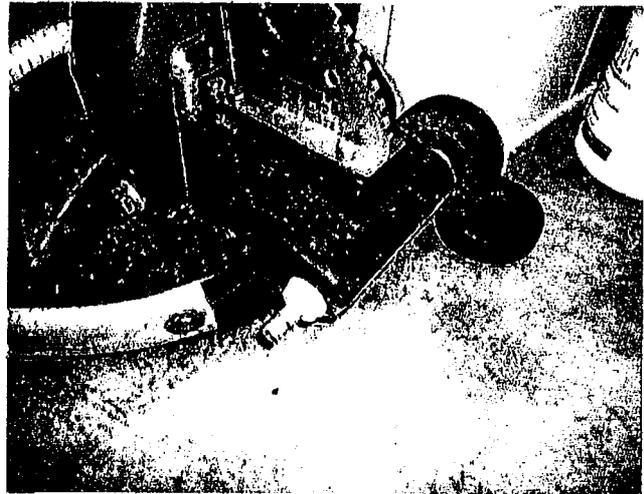
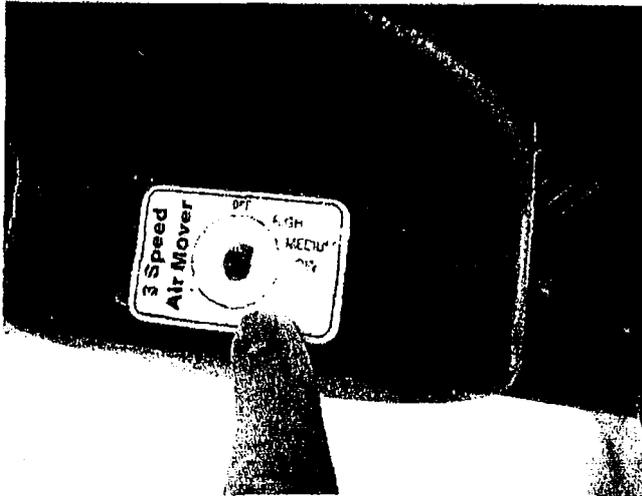
These photos catalog the consistent theme of dust and debris on computer equipment, monitors, phones, scanners, etc. These high touch areas and items were also tested using the ATP and consistently were found to be at unacceptable levels for the presence of germs, bacteria, and microorganisms.





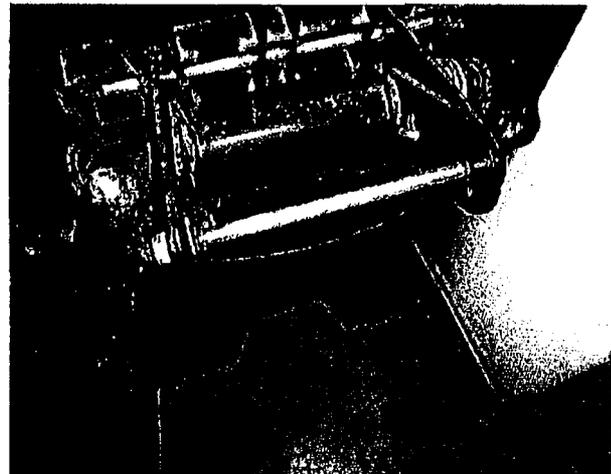
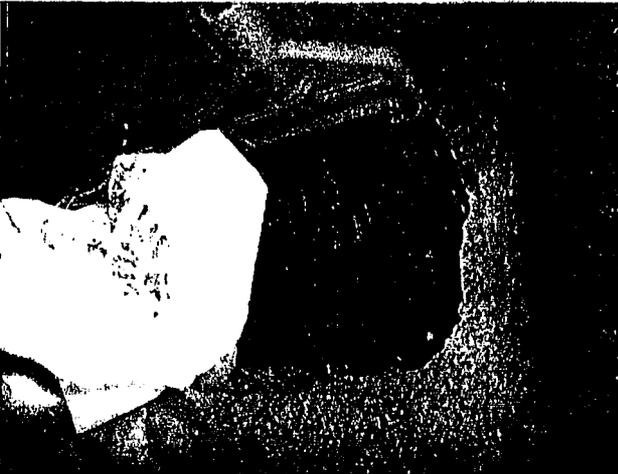
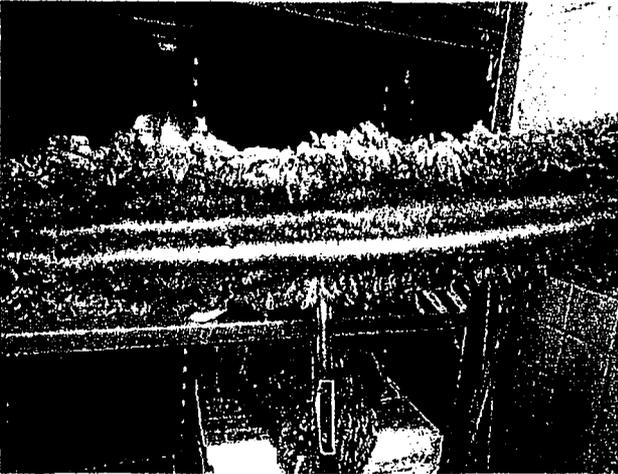
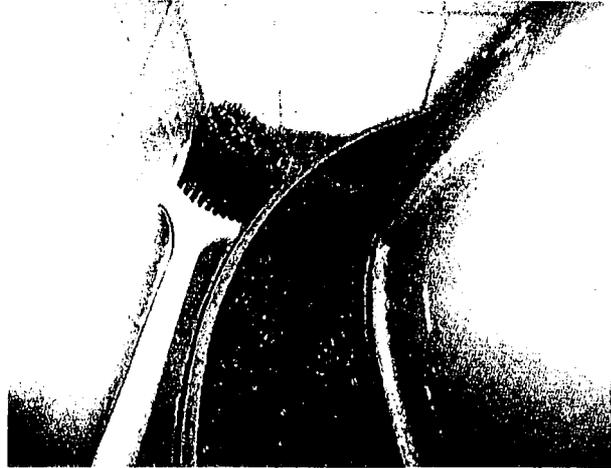
### EQUIPMENT MAINTENANCE, REPAIR AND CLEANING

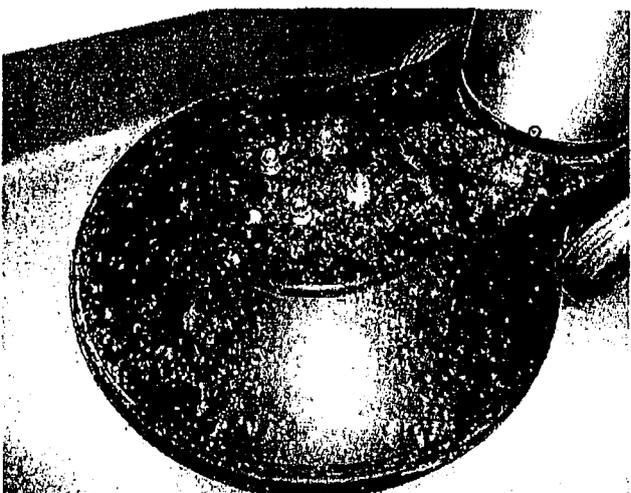
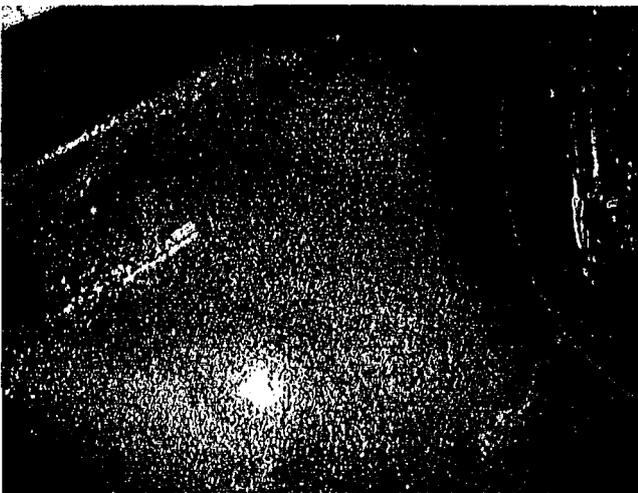
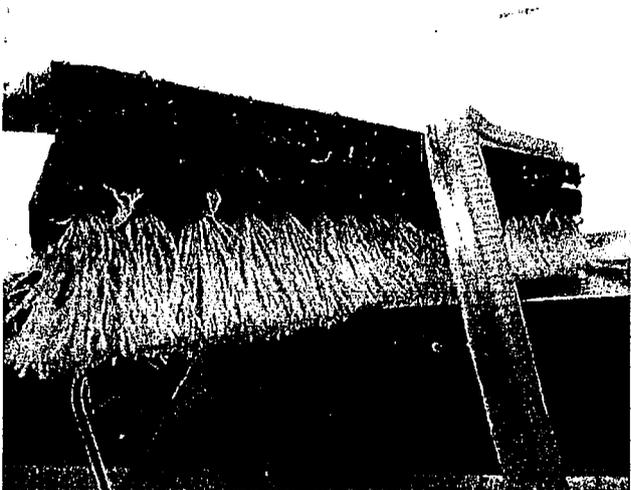
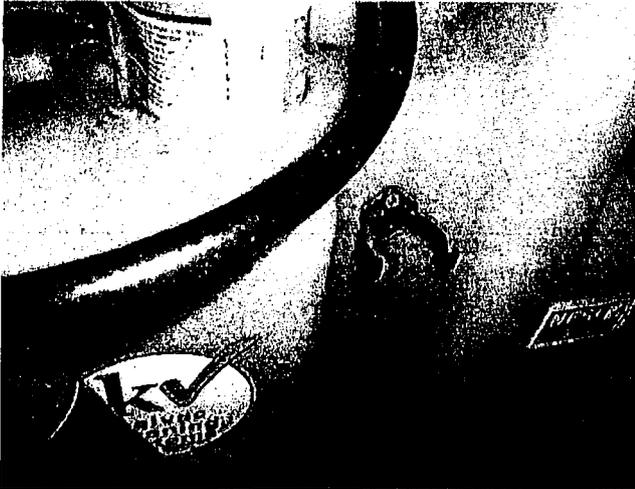
The photos below catalog the poor condition of the equipment both in preventative maintenance and cleanliness. We audited equipment in multiple areas and found that there was a consistent theme of damaged and poorly maintained janitorial equipment. This damaged equipment was still in use and had not been retrieved for repair or maintenance. It was also noted there was no Lockout/Tagout Procedures or protocols in place to ensure the safety of staff and Inmate-workers.

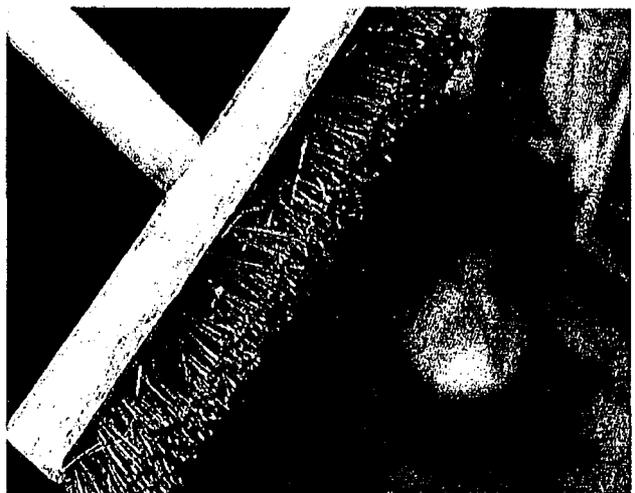
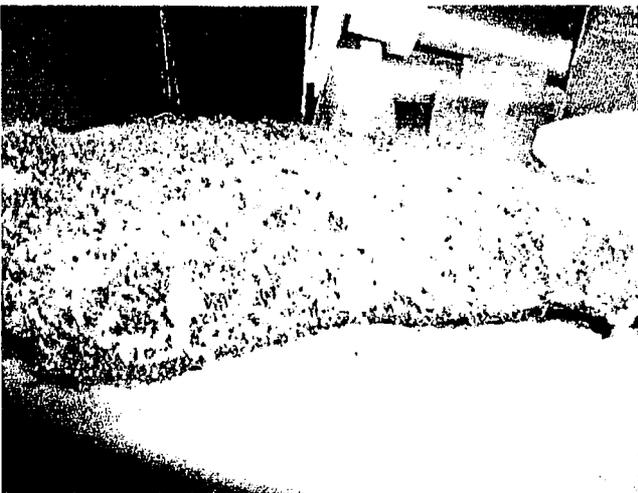
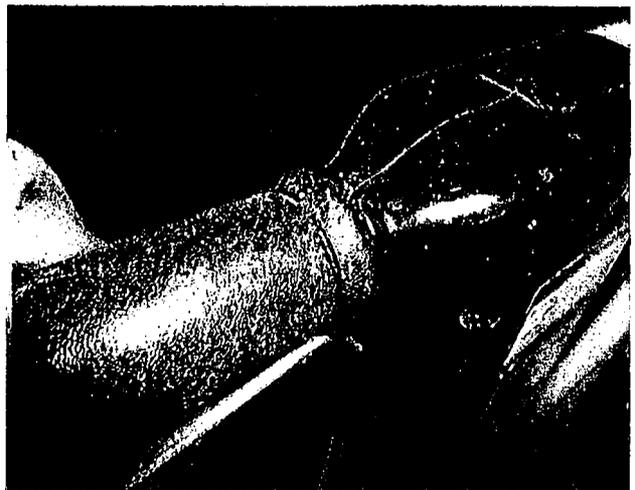
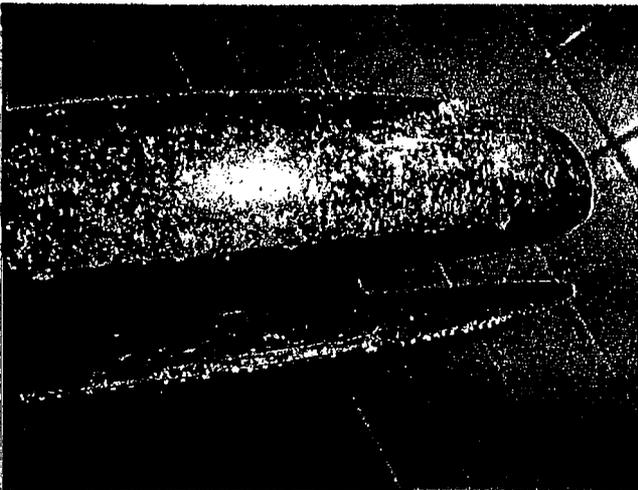
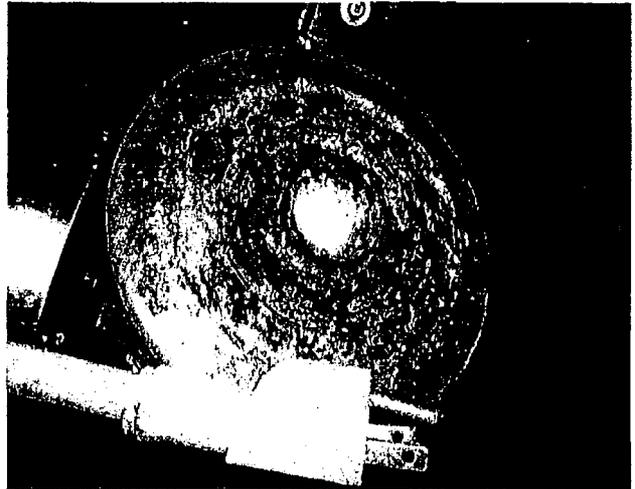
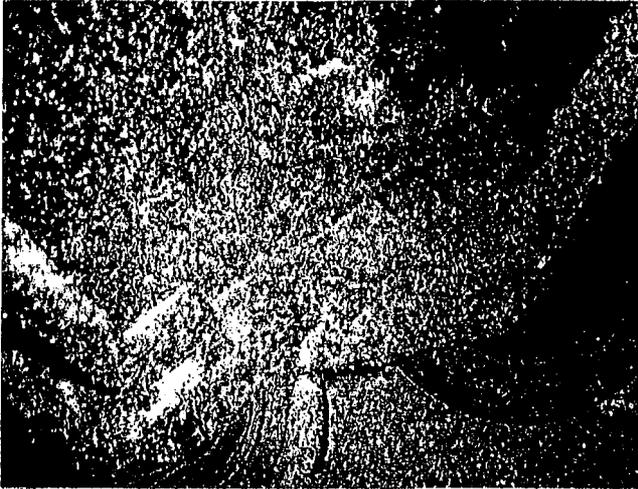


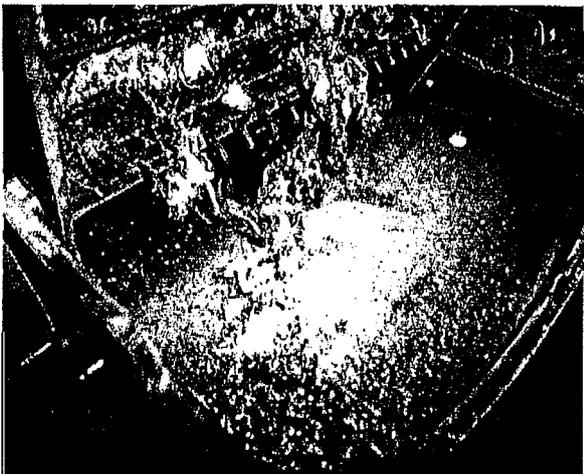
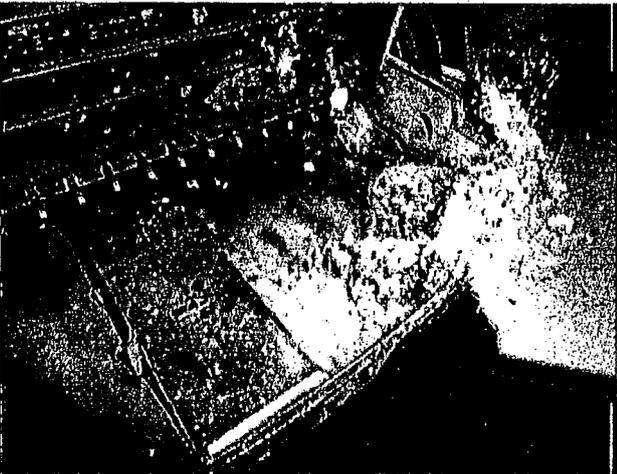
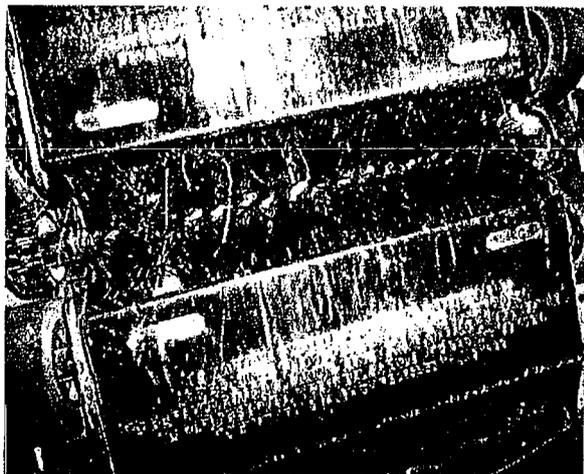
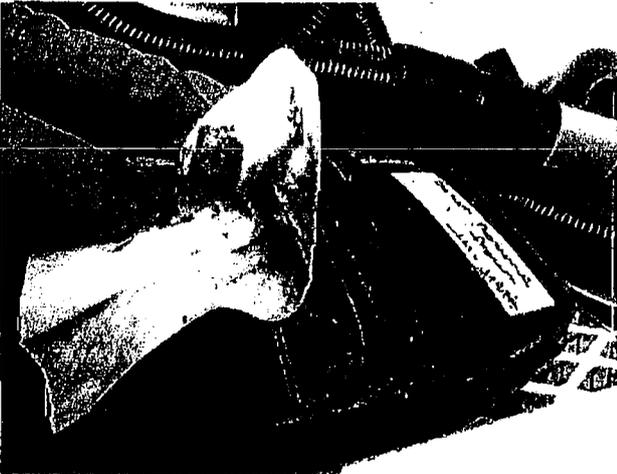
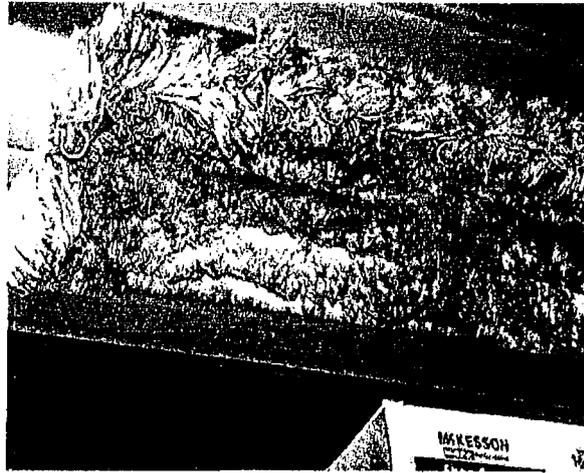
These photos catalog the equipment used to clean patient rooms, showers, and direct patient care areas such as Exam rooms, Standby Emergency, Dental, Dialysis, and Radiology etc. We also noted that the cleanliness and sanitation of the equipment was extremely poor. This type of situation results in staff and patient injuries, cross contamination, and the spread of germs, viruses, and micro organisms. This constitutes an immediate health and safety risk to professional staff and patients, and requires immediate resolution.

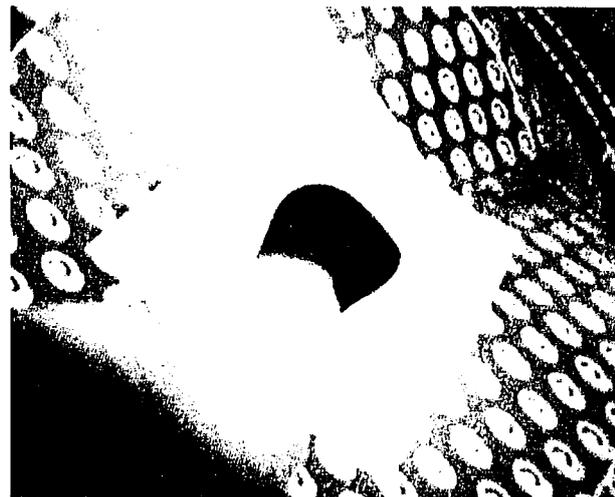
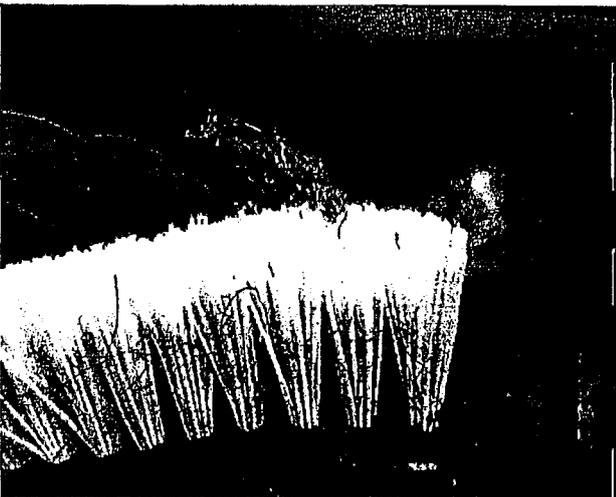
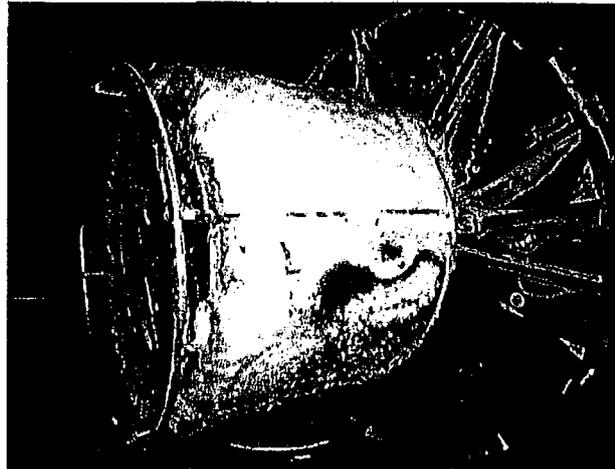
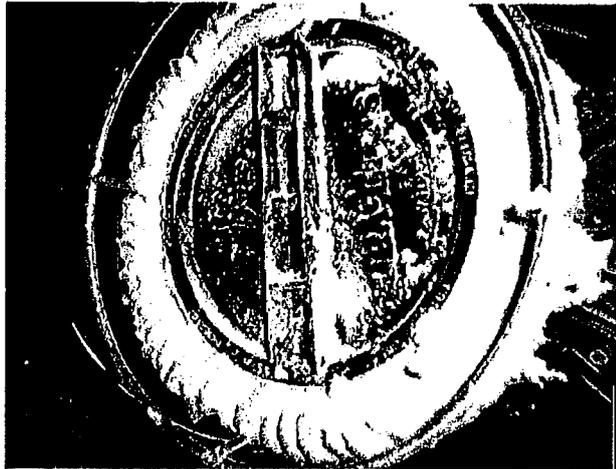
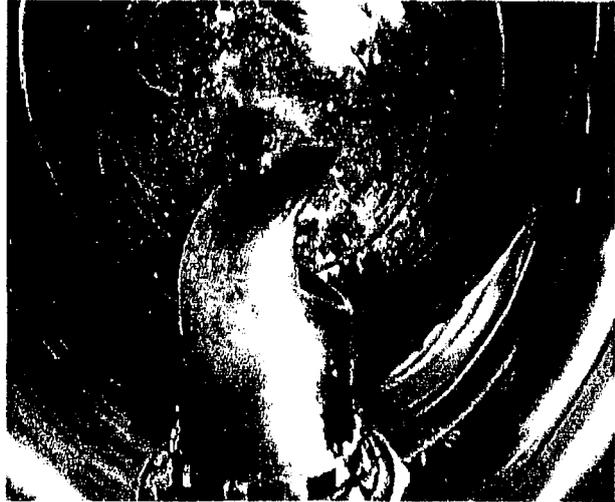


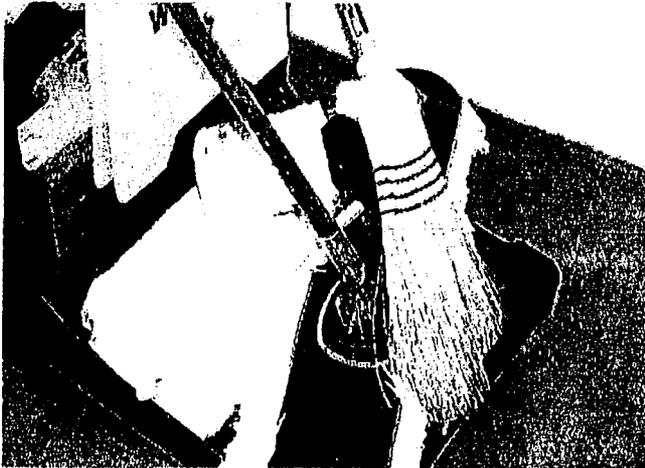




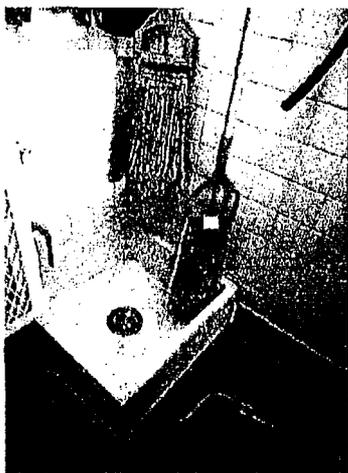
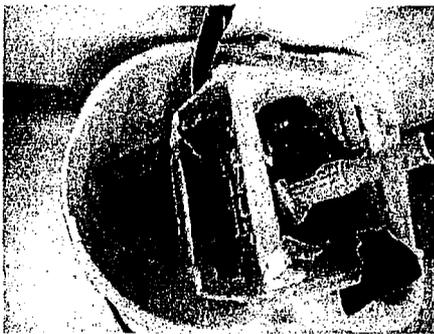
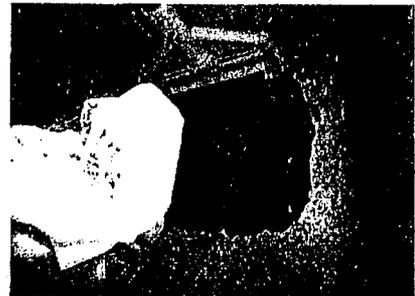




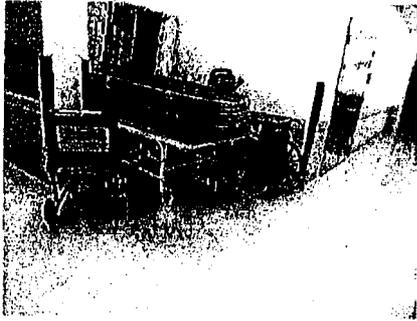




Throughout the facility, we noted the mops were stored wet and did not appear to be cleaned. These mop heads are required to be changed out between servicing of areas to prevent cross contamination. The wet mops and mop buckets observed were unsanitary and remained present throughout the audit. There was no evidence of required laundering and or replacement. Noted on multiple occasions were stored or unattended mop buckets with dirty water and debris in them. This again poses serious health risks and conditions that would spread disease and germs throughout the facility. During interviews with inmate-patients, we were told on several occasions they did not allow inmate-porters to clean or mop their floors in their rooms because the inmate-porters would use dirty water and mops that had just been used in several other locations.



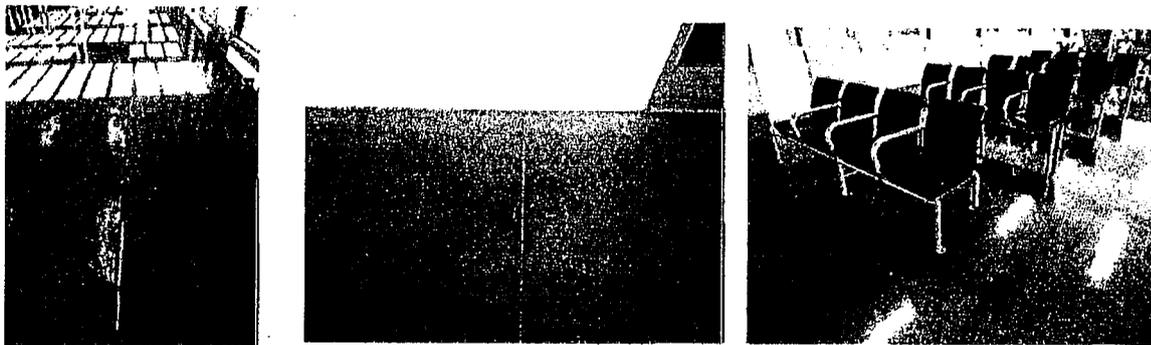
The photos below catalog the condition of the emergency response and assistive device equipment located within the standby emergency corridor. The first photo depicts what appears to be a seemingly clean area and equipment, albeit somewhat cluttered and unorganized. Upon inspection, we noted every item and piece of equipment audited was covered in dust and debris as seen in the photos below. These findings were replicated throughout the facility in multiple locations audited.



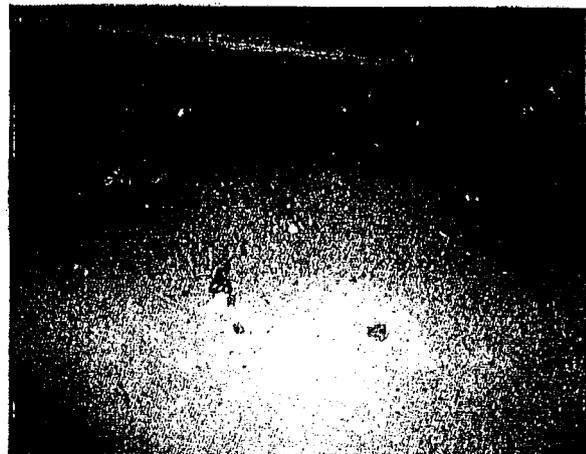
### GENERAL FLOOR CARE AND MAINTENANCE

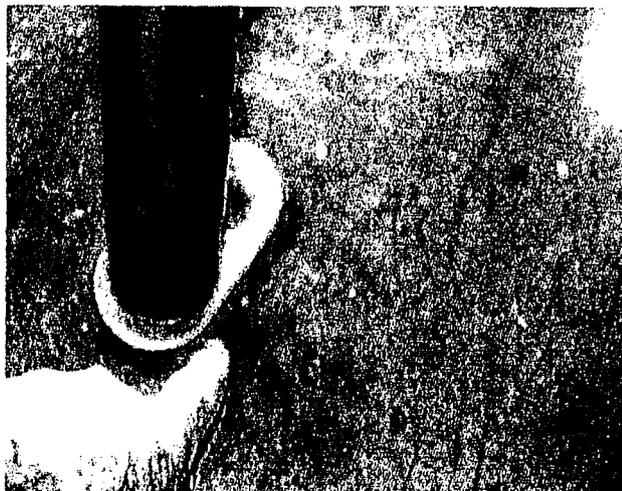
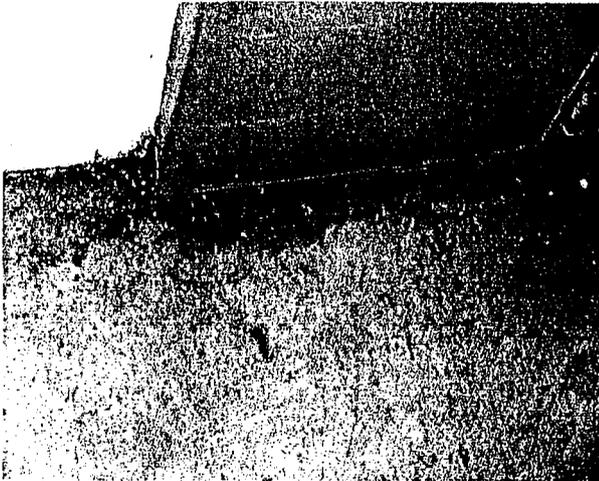
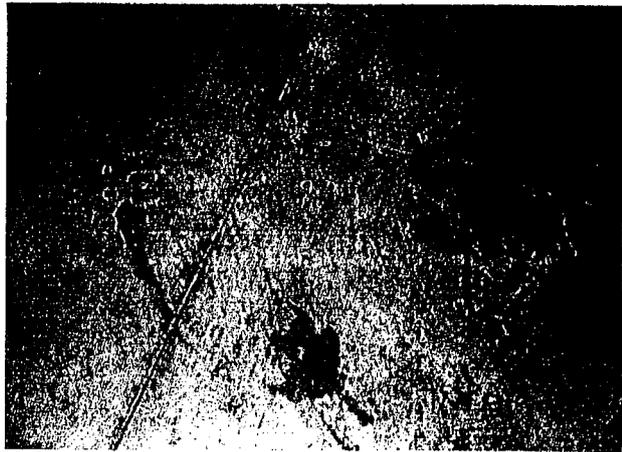
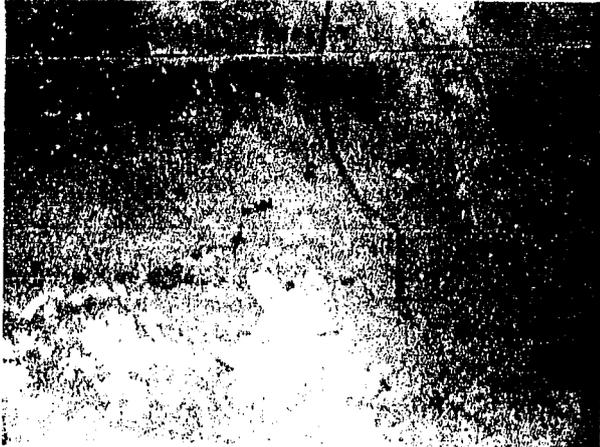
The general floor care and maintenance of the facility was extremely poor. In review of the floors and interview with staff and the CS III, it was determined the majority of the facility had not been stripped or waxed with the exception of initial activation in 2012. There were visible signs of floors that were in obvious distress with regard to ongoing floor care and maintenance. There was also visible signs of dirt and debris that were far beyond normal expected standards for any facility let alone a licensed care facility.

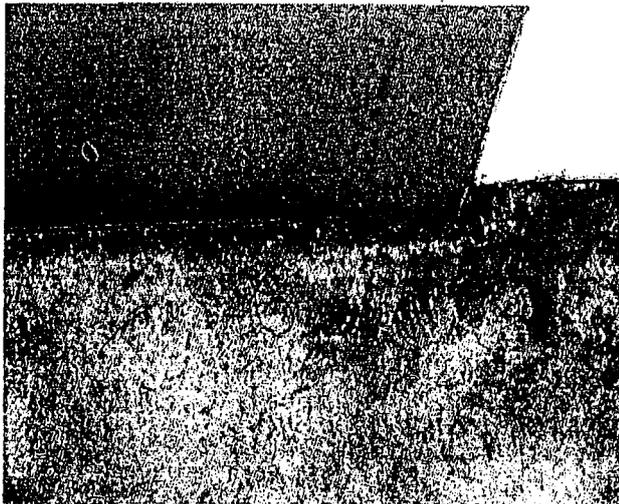
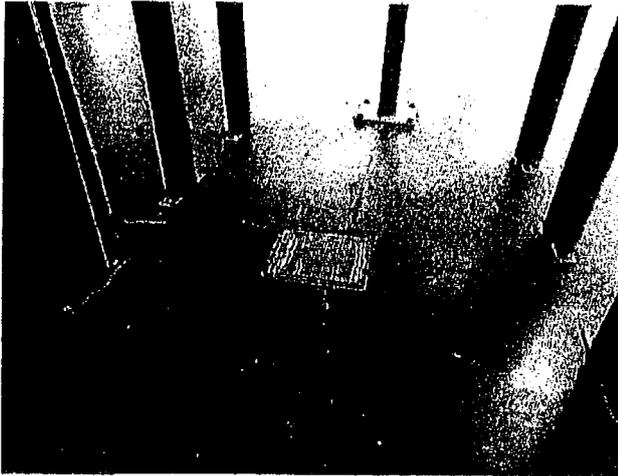
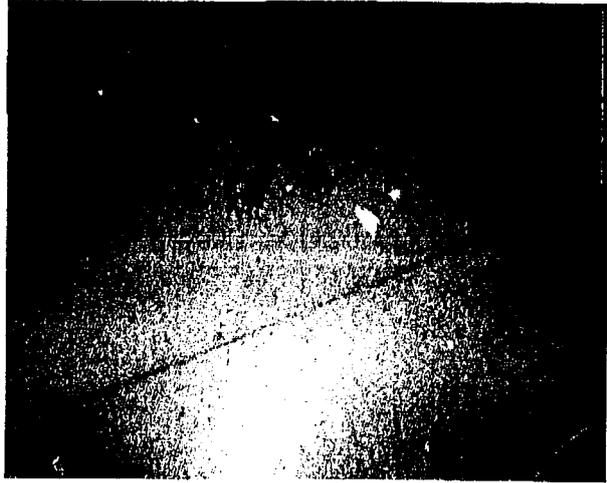
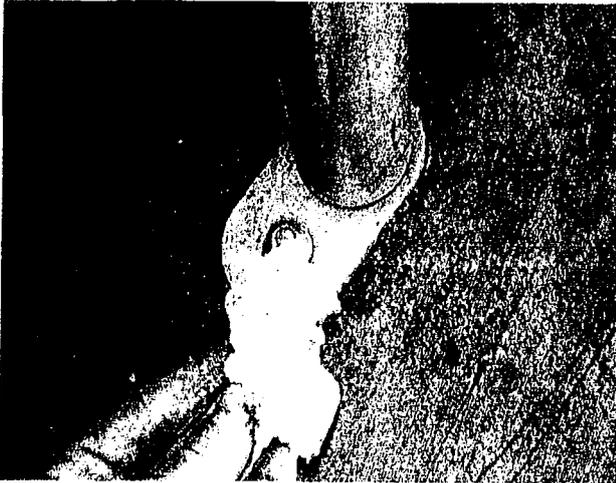
There were few areas where the floor care was at the acceptable standards. However, we did note one buildings level of floor maintenance and cleanliness was better than the other buildings and areas within the facility. The below pictures catalog a cleaner area. The remaining photos in this section catalog a vastly different scenario and were found to be totally unacceptable.

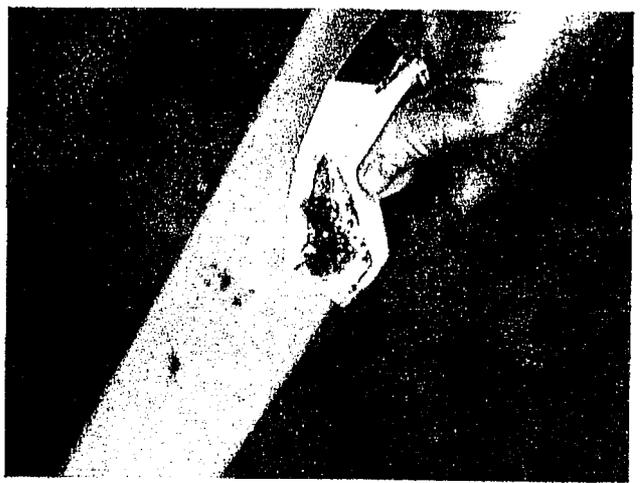
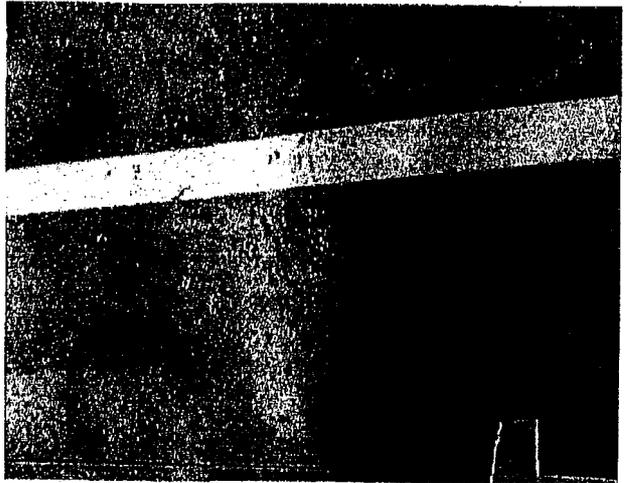
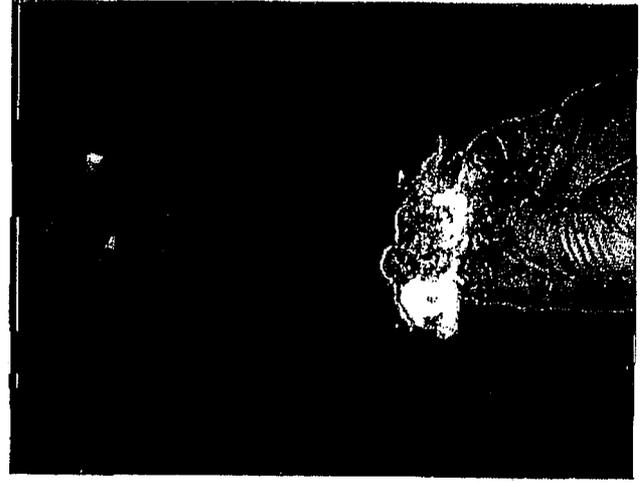


The following photos catalog the consistently poor condition and maintenance of the CHCF's floors as a whole. As previously mentioned, the majority of the facility had only been waxed shortly after activation in 2012. These pictures demonstrate that beyond floor maintenance, the daily functions of upkeep and care, such as sweeping, mopping, and disinfecting clearly are not occurring on a consistent bases.





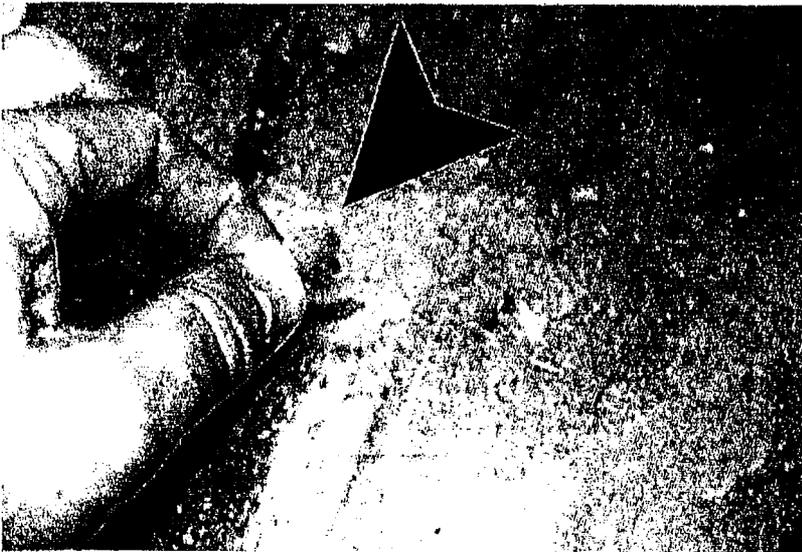




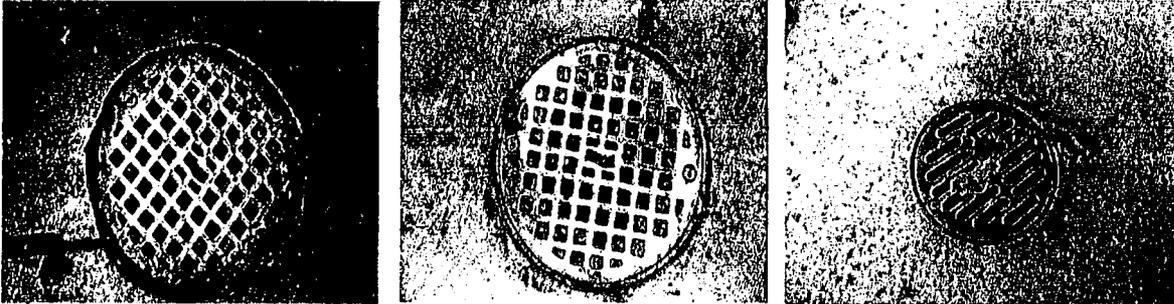
This photo provides an example of the majority of facilities floor condition with regard sealing and waxing. Note that the wax on the floor has separated as depicted by the spotted pattern and scarring from daily traffic.



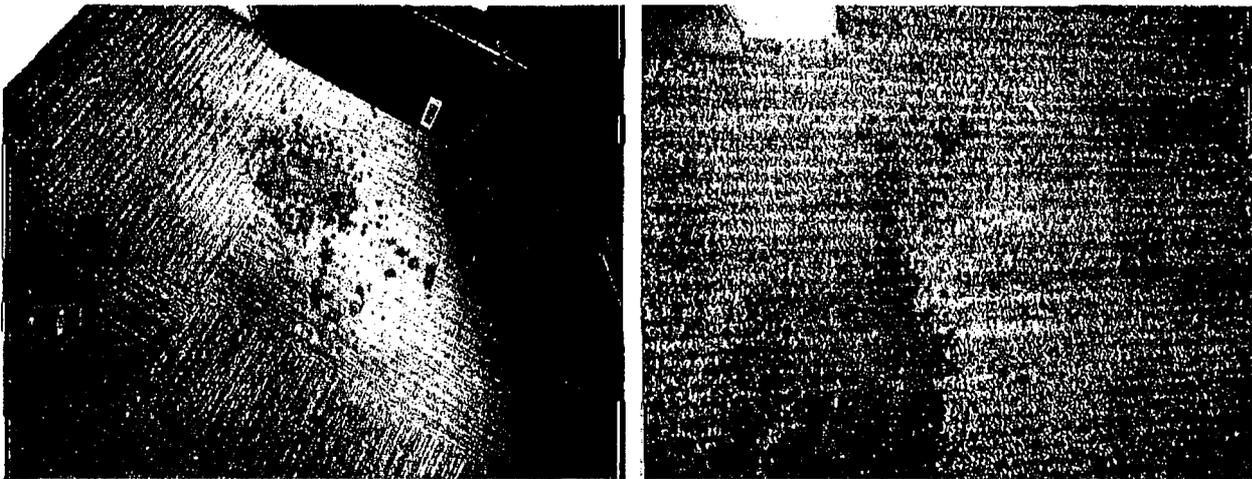
This photo provides a closer look at the floors condition. Note that the wax is peeling and flaking off the surface of the floor. The conditions in some units was so bad the floors looked like there were transparent broken egg shells throughout the building as identified by the red marker in this photo. This also raises concern about the daily performance of maintenance as the conditions suggest the floors are not being swept daily or in some case at all.

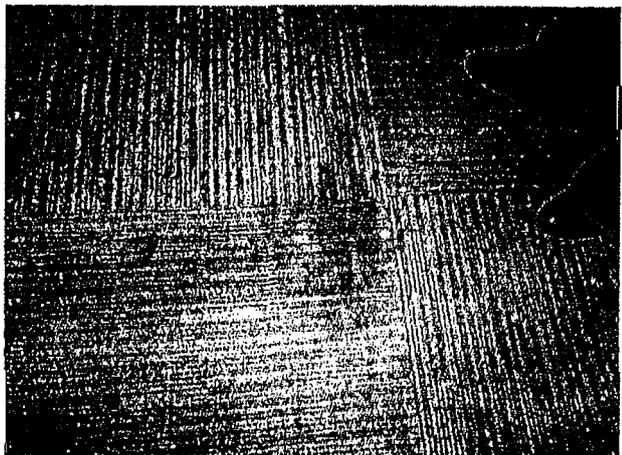
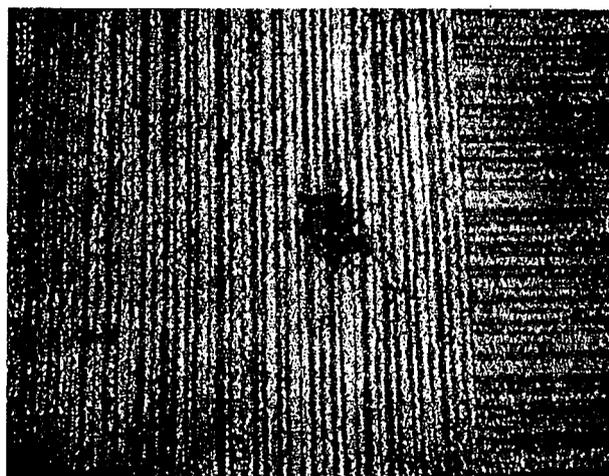
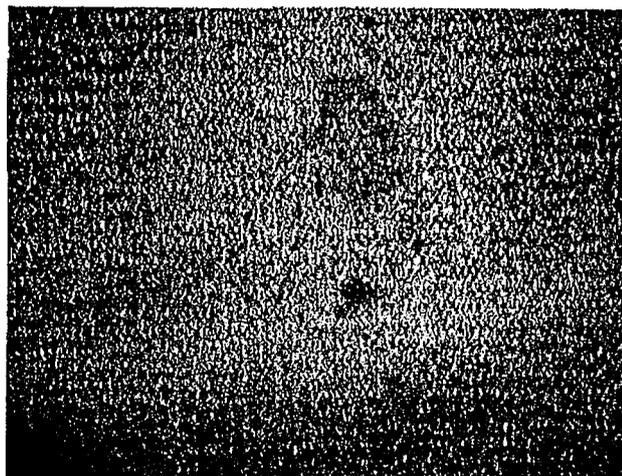
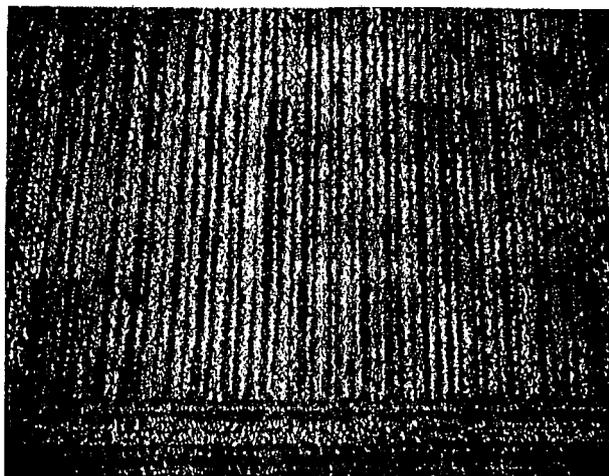
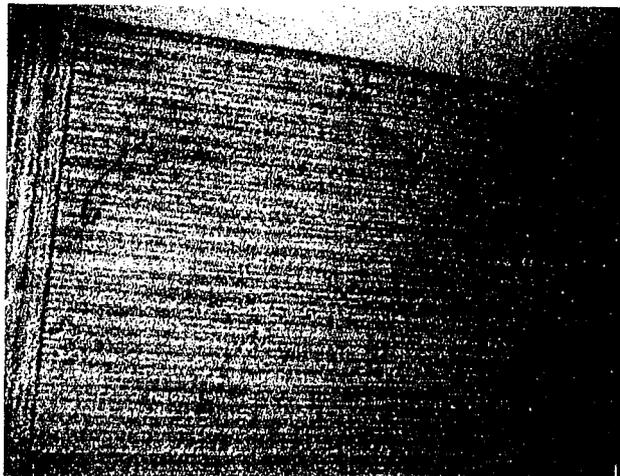


The photos below depict the condition of the majority of drains which appeared dirty and soiled with large amounts of debris and wax clogging the grate.



These photos depict the condition of the carpets at CHCF. There are large areas within the FSS and Administration building that has industrial carpeting. Our review revealed that the carpets were heavily soiled and stained. These carpets are in high traffic areas and exposed to significant levels of dust, debris and other foreign matter. My observations and interviews with staff and supervisor revealed the carpets are at best vacuumed once a week or every other week. Although environmental services and DSH possess some carpet cleaning equipment, it is rarely or in some cases never used simply due to the lack of resources and time. We conducted an ATP test of the carpet in the FSS and found level of germs and microorganisms were 60 times higher than acceptable standards. Foot traffic through these areas and into sanitized patient care areas creates cross contamination and the spread of germs and microbes.

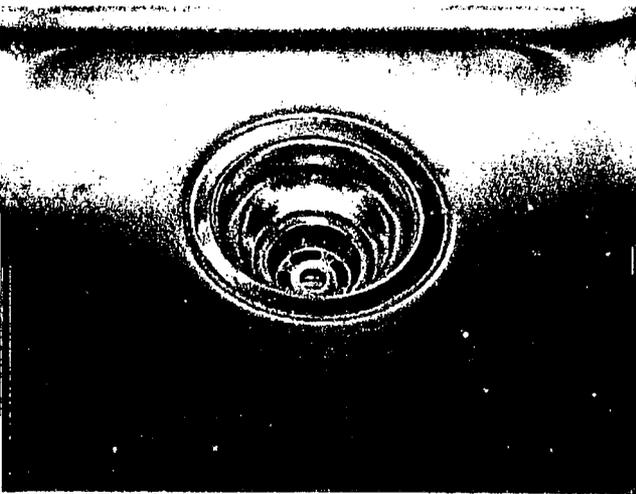
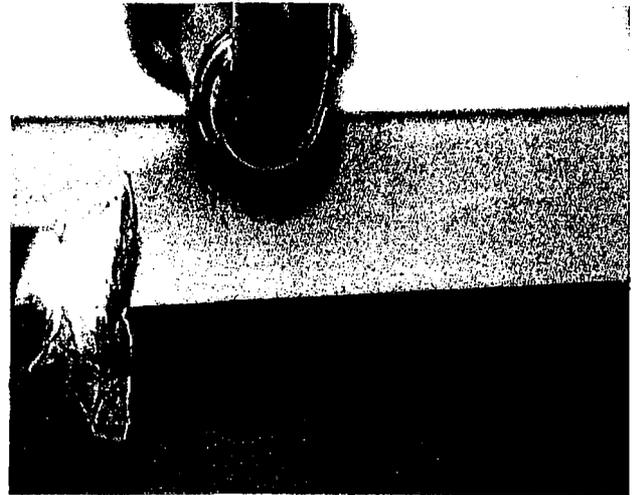
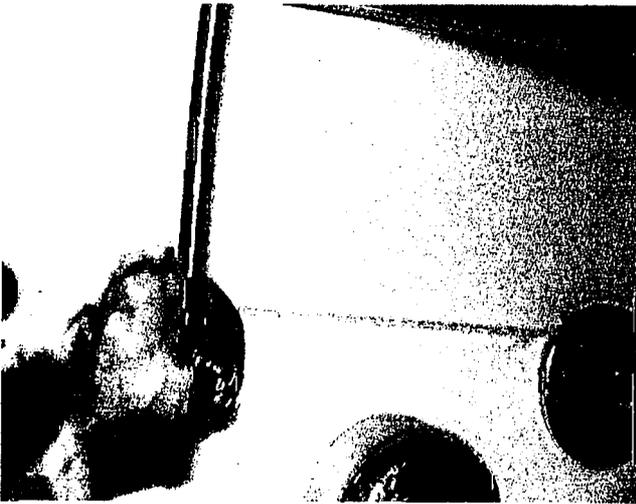


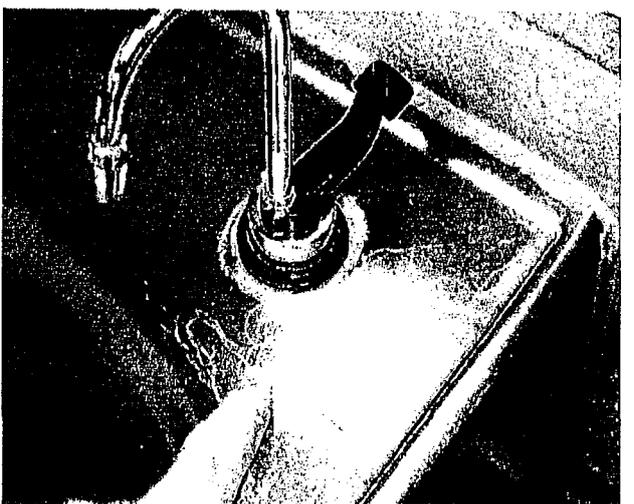
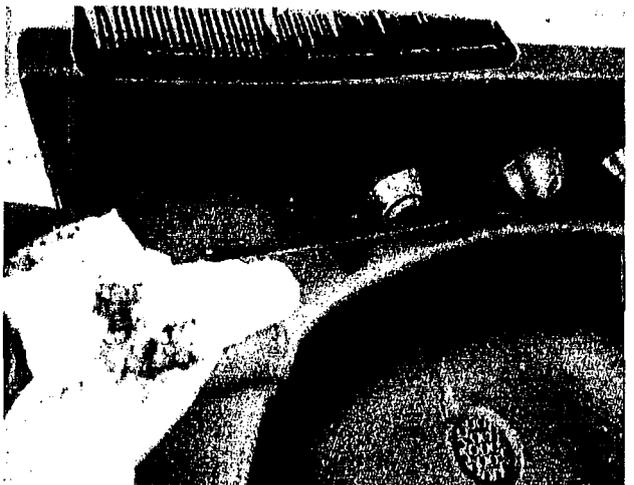
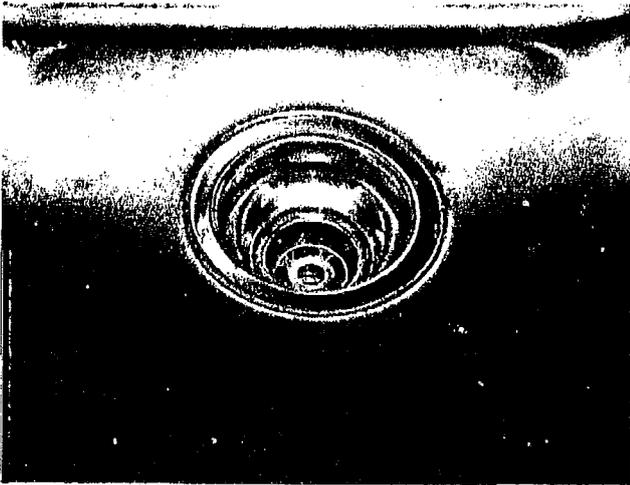
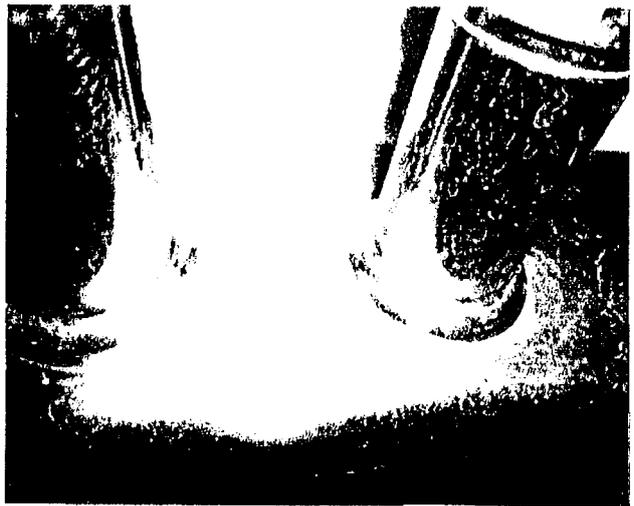
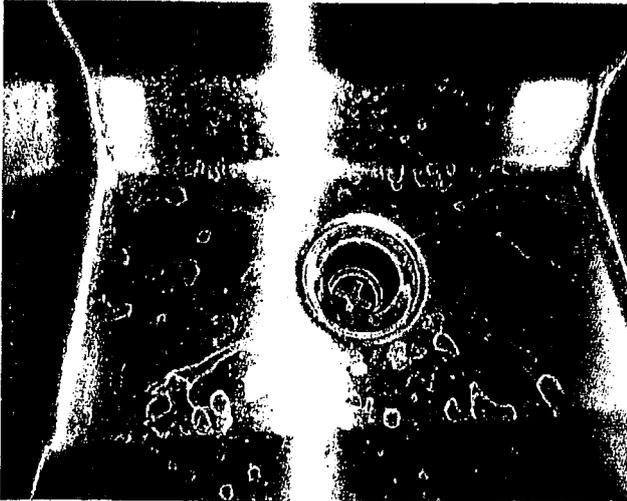


**PLUMBING FIXTURES, SINKS, TOILETS, AND SHOWERS**

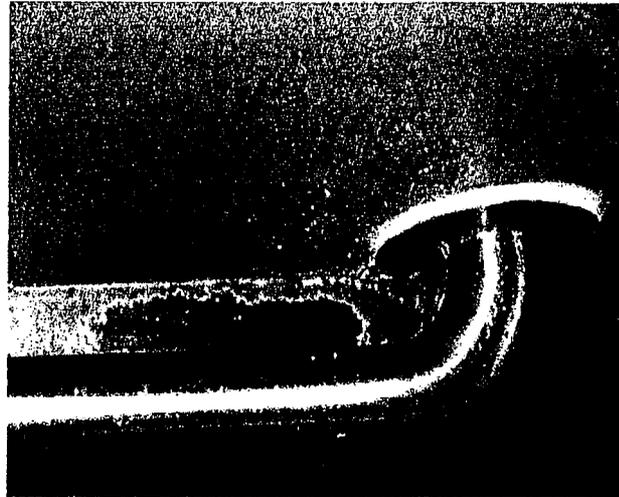
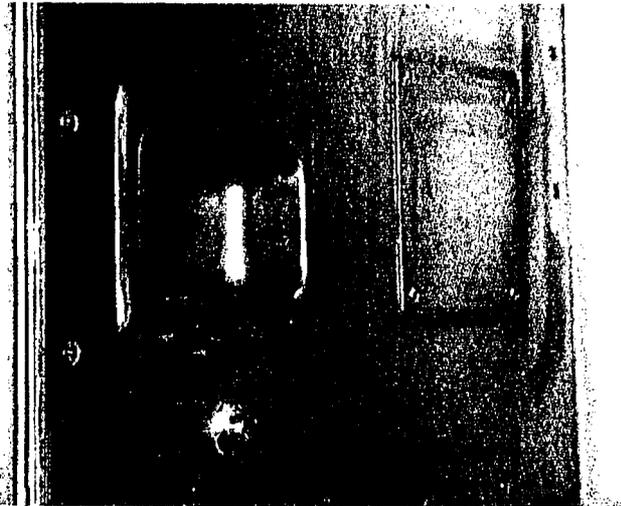
The condition of the sinks and toilets throughout the facility varied in level of cleanliness and sanitization. There was a consistent theme; however, that demonstrated the level of sanitization and cleaning did not meet the expected standards for a licensed area. The photos below catalog our findings and the noted deficiencies.

The photos below catalog some examples of the deficiencies with plumbing fixtures and sinks throughout the facility.

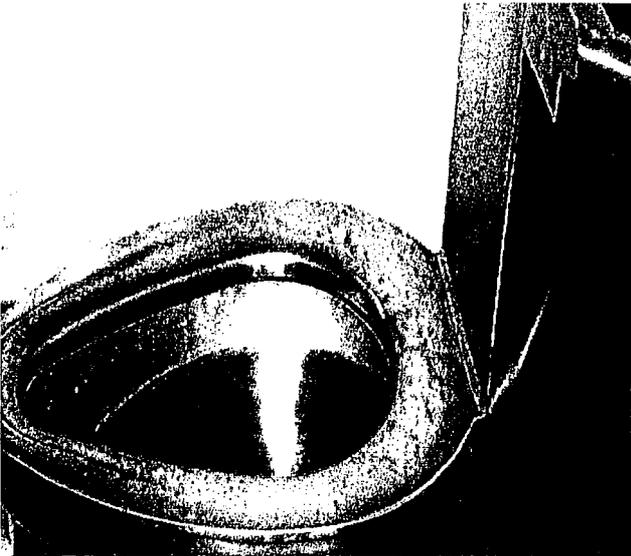
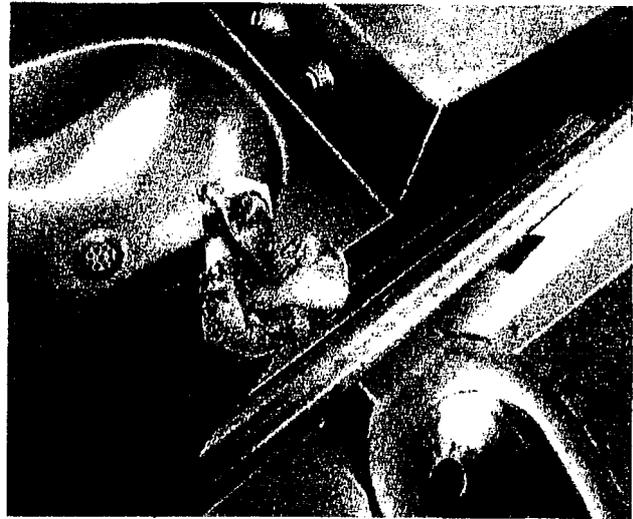




We found that although the showers passed the ATP testing with very low level of germs and microorganism the showers showed visible signs of calcification, soap residue, and other foreign matter. We observed staff disinfecting the shower after each use by spraying the showers with the disinfectant, cell block 64, we did not however observe staff wiping down or scrubbing the floors, walls, or fixtures. The photos below catalog an example of the aforementioned.



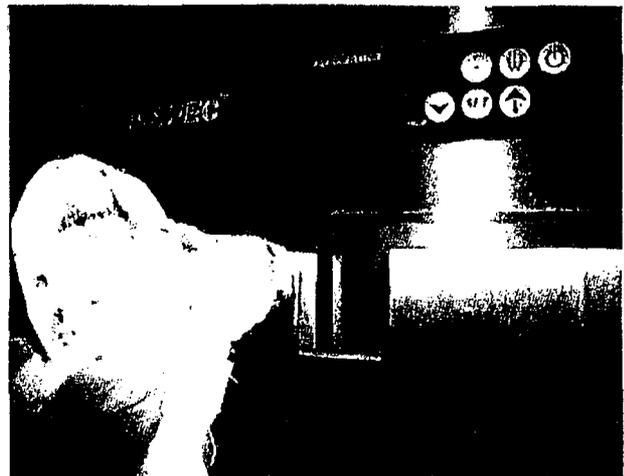
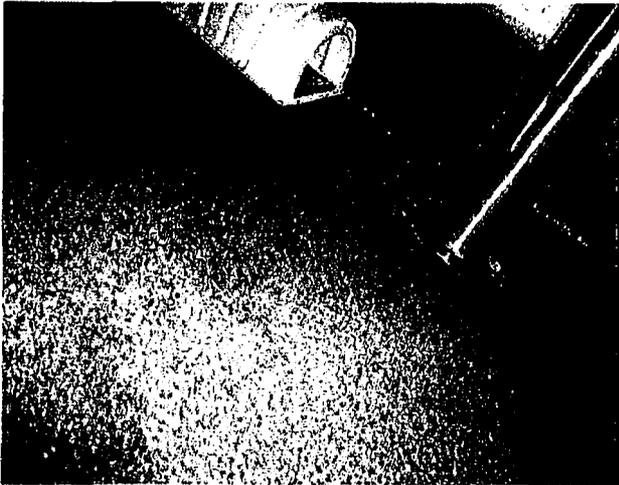
The photos below reflect the general conditions of inmate toilets throughout the facility. In our review and interviews, we noted the general practice for cleaning toilets consisted of spraying them down with disinfectant but not scrubbing and or wiping them down as described in the environmental procedures. This is evident by the noted streaking of the stainless steel and the presence of dirt, debris, or residue when wiped with wet cloth. In addition to the visual indicators, the ATP testing showed the levels of germs far exceeded acceptable standards.



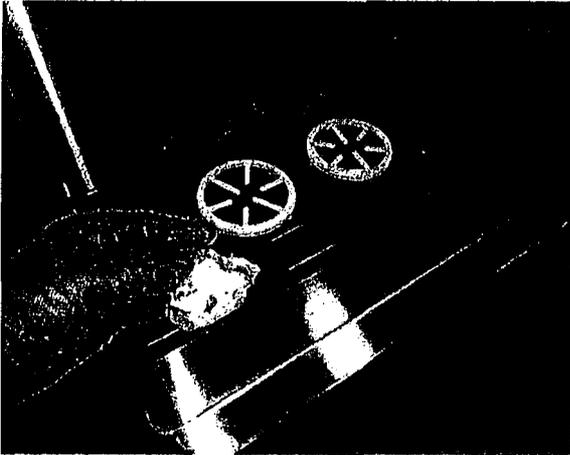
**PATIENT DINING AREA AND FOOD PANTRIES**

During our audit, we inspected a patients dining area and food pantry. Our review revealed the condition of the area to be unsanitary.

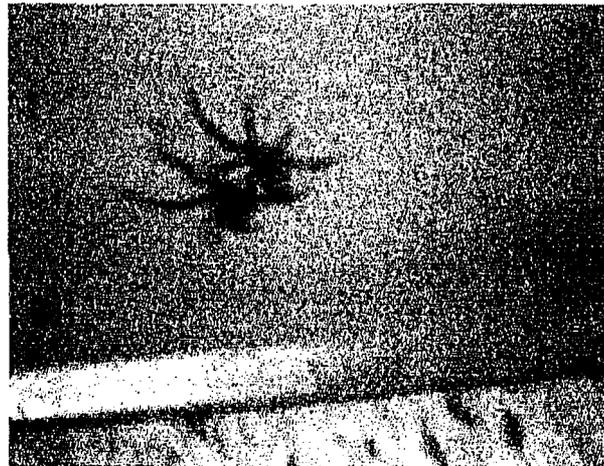
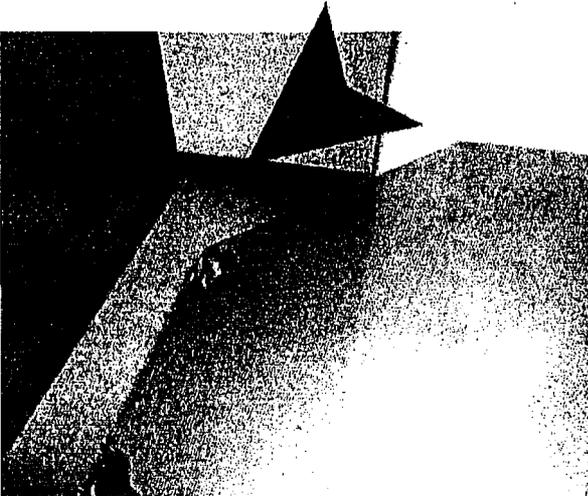
The photos below depict, dirt, debris, decayed food, and trash, etc., located under the refrigerator in the food pantry. The photos also depict heavy accumulations of dust and debris on the outer surface of the refrigerator.



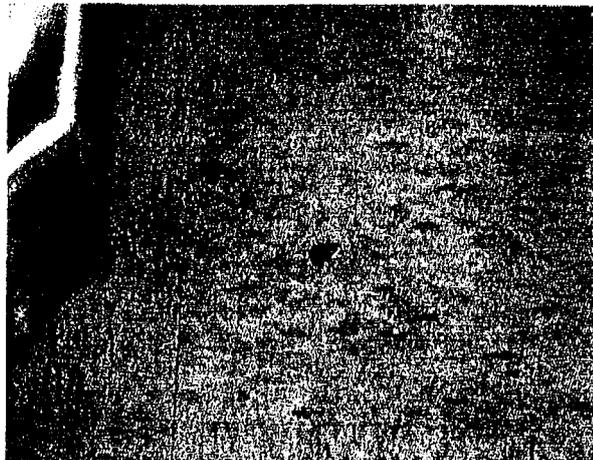
These photos depict an ice machine that had visible calcification, mildew, and dust on them. This ice machine, as the others at the facility, had not been sanitized internally as required monthly, nor had it been broken down and had its components cleaned quarterly since the activation of the facility. This poses serious health risks to staff and inmates and is not in keeping with their policies and procedures.



The dining area had visible signs of insects to include an obstructed view of a black widow.

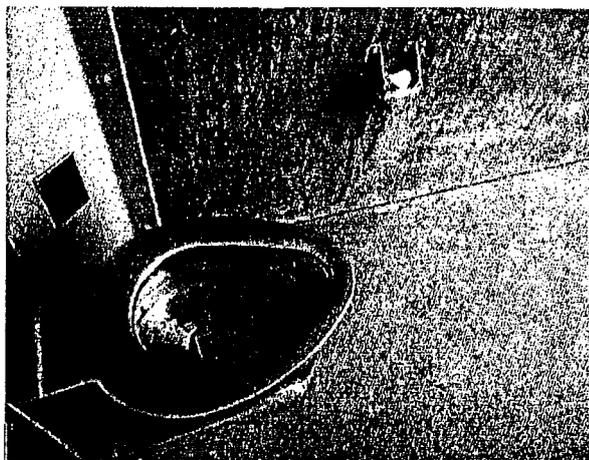
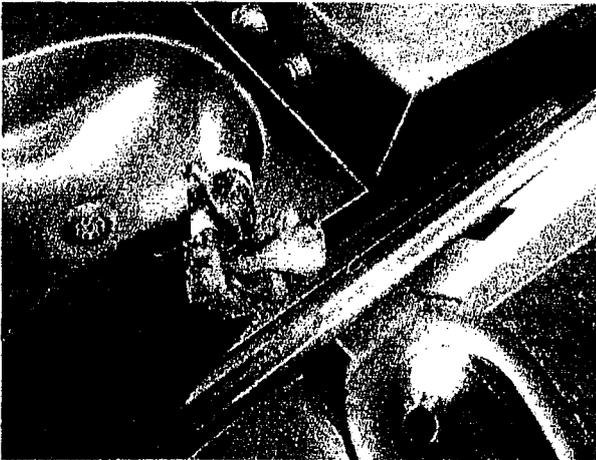


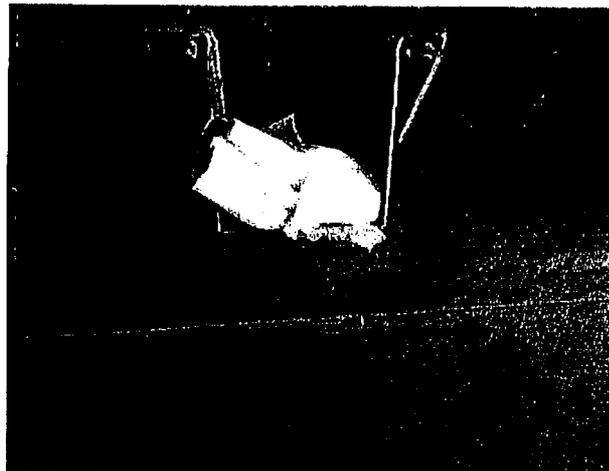
The photos below depict the presence of decayed food and soil found on the table and floor of the dining area.



#### OUTDOOR RECREATIONAL AREAS

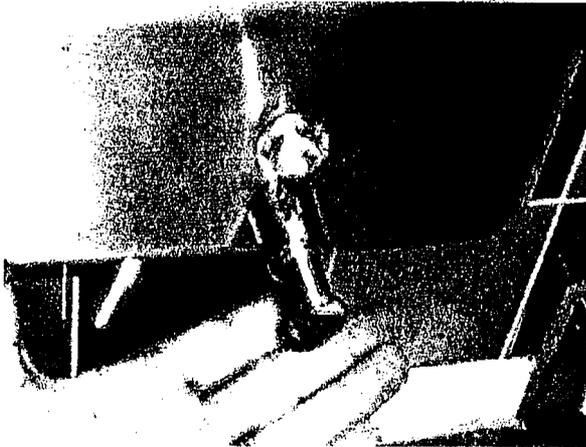
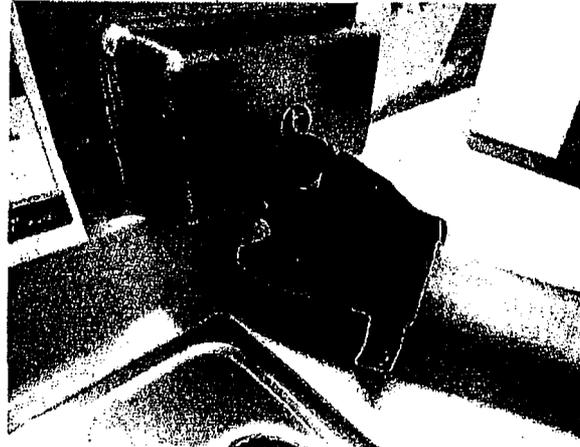
During our audit, we toured an outdoor inmate-patient recreational area. Our review revealed the area was poorly maintained and unsanitary. The photos below catalog the condition of the area. Noted was the soiled condition of the toilet and sink. Also noted was that the toilet paper and floors were covered in dust and debris.





### HAND WASHING AND HYGIENE

During our audit of the facility, there were multiple occasions where we noted hand soap and/or paper towels had either run out and or were not made available. The photos below catalog several examples.



## PATIENT ROOMS

CHCF Policy and Procedure Manual, Volume XXI – Environmental Services, Section 2, General Cleaning and Disinfecting, subsection 19, states; Frequent cleaning of Inmate-patient rooms is performed in order to minimize nosocomial infections and to maintain an aesthetic appearance. Prioritize Inmate-patient rooms for cleaning and disinfection with a focus on frequently touched surfaces in the immediate vicinity of the Inmate-patient. Terminal cleaning is performed in order to improve the sanitization of the environment and control cross-contamination. Isolation Rooms shall be cleaned in the same manner as terminal cleaning. Cleaning of inmate-patient rooms will vary depending on the type of cleaning being performed, routine, or terminal. The following shall also apply:

- a) Routine cleaning (see Biological Infection Control Facility Sanitization 15.24)
  - I. Put on gloves and appropriate PPE
  - II. Remove all waste
  - III. Sweep floors
  - IV. Clean all furniture including bedside tables (or any other frequently touched areas) with a disinfectant
  - V. If changing the bedding, disinfect the mattress
  - VI. Clean sink and toilet with disinfectant
  - VII. Clean windows
  - VIII. Spot clean walls
  - IX. Mop floors with disinfectant
  - X. Scrubbing floors will be done as needed to maintain cleanliness

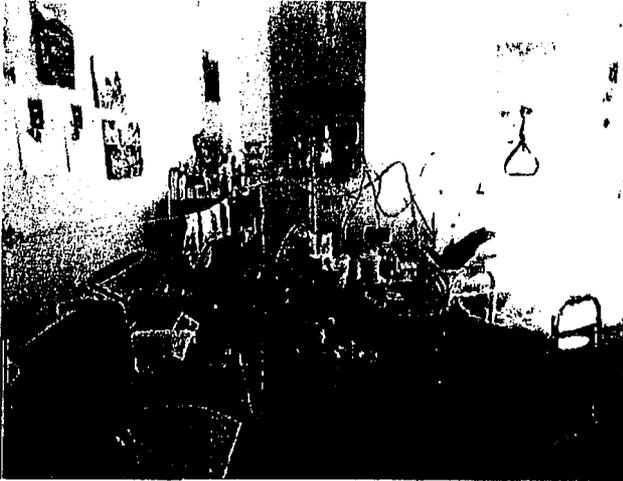
A review of CHCF Policy and Procedure Manual, Volume XXI – Environmental Services, Section 1, Cleaning Schedule, Procedures, CHCF Cleaning Schedule, subsection 1 (DAILY) states; Inmate-Patient rooms shall be cleaned every five days or as needed. This section is confusing and conflicting with subsection 19 which states frequent cleaning, it also seems to conflict with the subsection listed as "Daily functions". The actual condition and finding of the patient rooms audited also seem contradictory to the procedure and operations, as the majority of rooms were not clean or sanitary.

Our audit revealed, DSH custodians were only doing terminal cleaning of patient's rooms upon discharge. Staff and management indicated that due to lack of custodian resources they are unable to facilitate routine cleaning of patient rooms. This was clearly evident based upon the condition of the rooms and the facility as a whole. It was also revealed that in an effort to mitigate this, nursing staff would do their best to aid inmates in the cleaning of the rooms during the weekends.

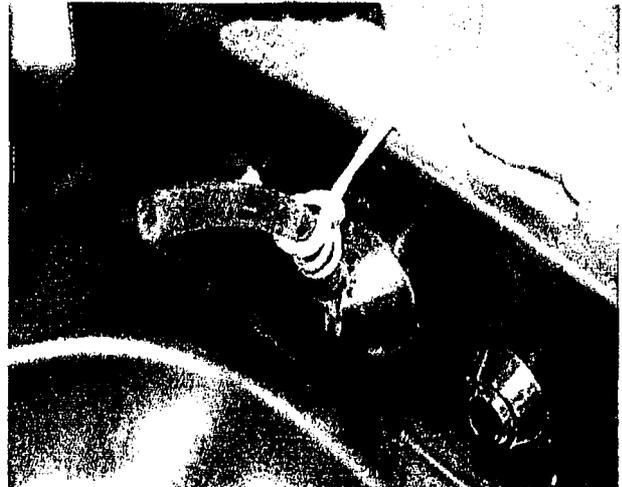
CHCF patient's rooms were being documented as being cleaned two to three times a week. This was equally concerning since the condition of the rooms clearly indicated unsanitary conditions. In my review, we determined there were patient rooms that were being documented as being cleaned, however, in discussion with staff and inmates, it was revealed that the patients were cleaning their own rooms. Inspection of these rooms underscored unsanitary living conditions. ATP testing results clearly supported our observation and conclusions. The following photos catalog the aforementioned conditions.

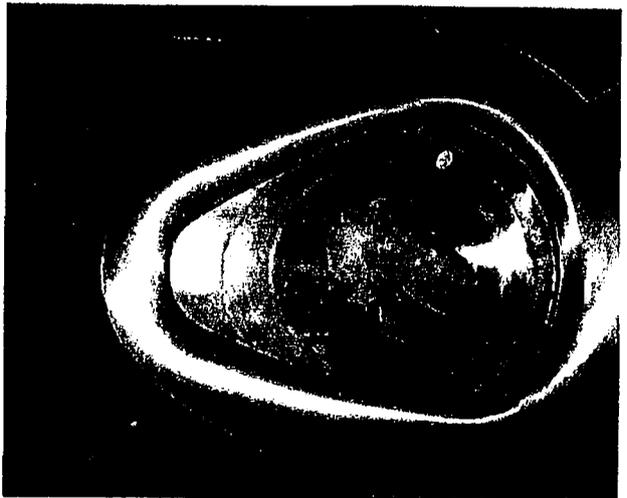
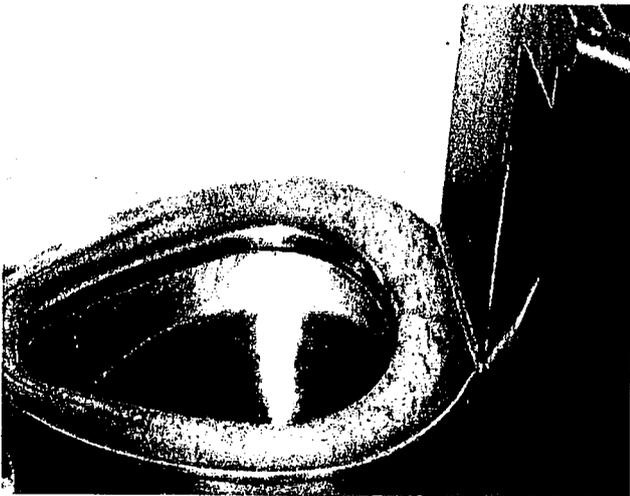
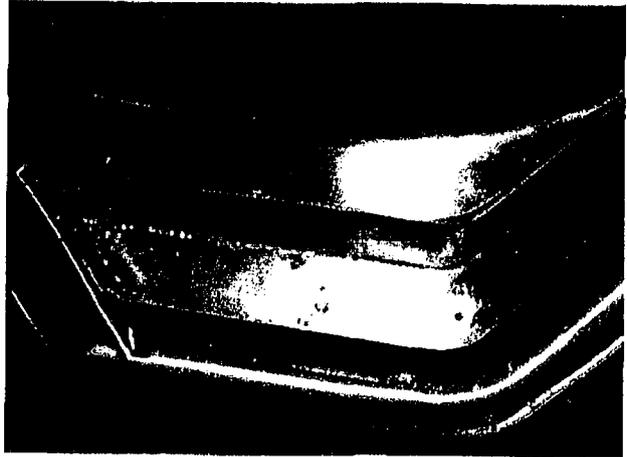
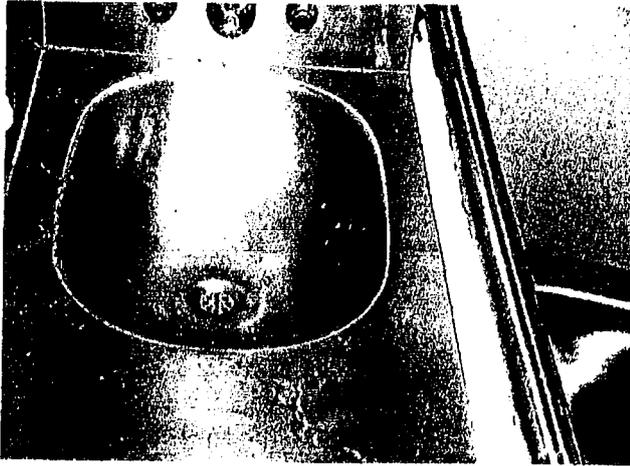
A review of the patient rooms at both CHCF and DSH revealed they were in poor condition with regard to cleanliness, sanitization, and clutter. The following photos catalog our findings:

There were numerous examples of clutter observed in patient rooms as depicted in the photos below.



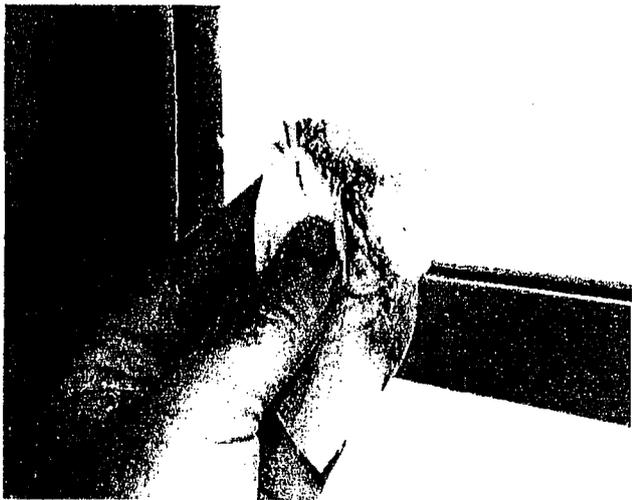
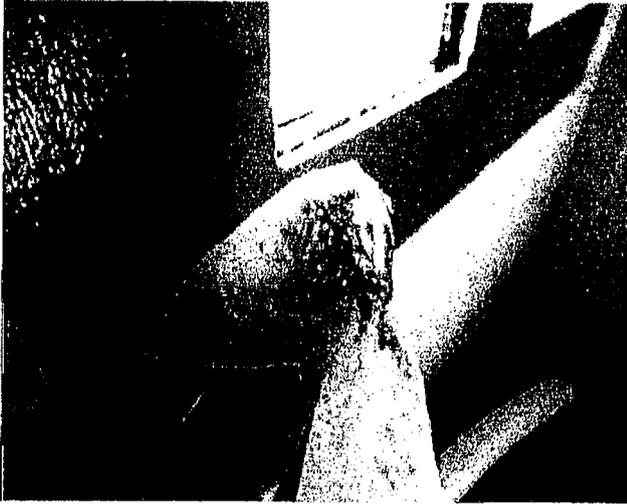
Sinks and toilets were generally found to be unsanitary as depicted photos below



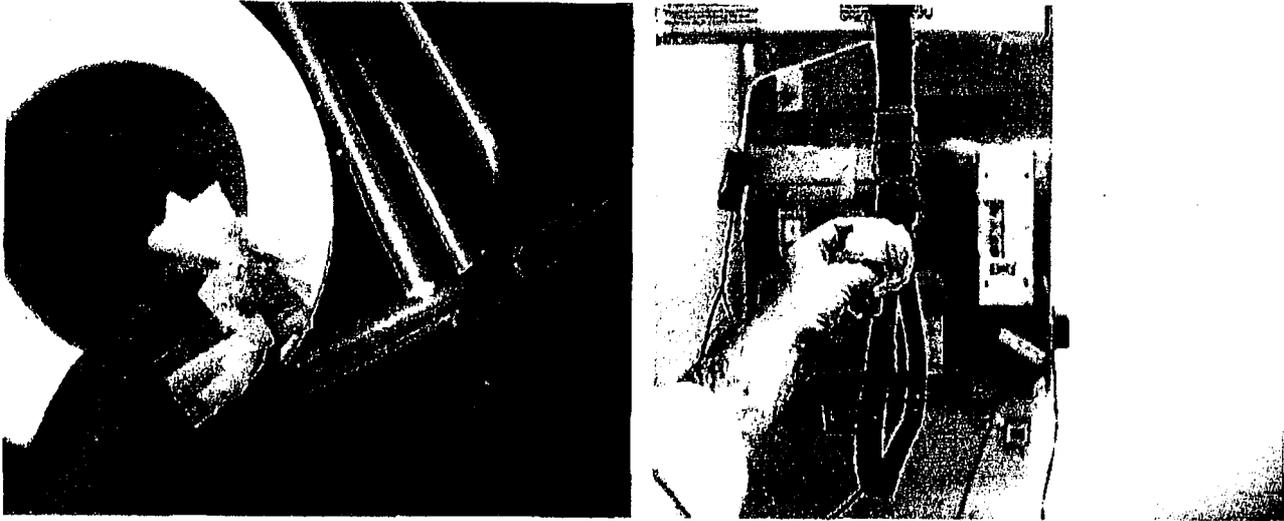


Dusting and cleaning of windows, furnishings, assistive devices, and ledges did not appear to be occurring. The photos below provided several examples of conditions observed throughout the facility.

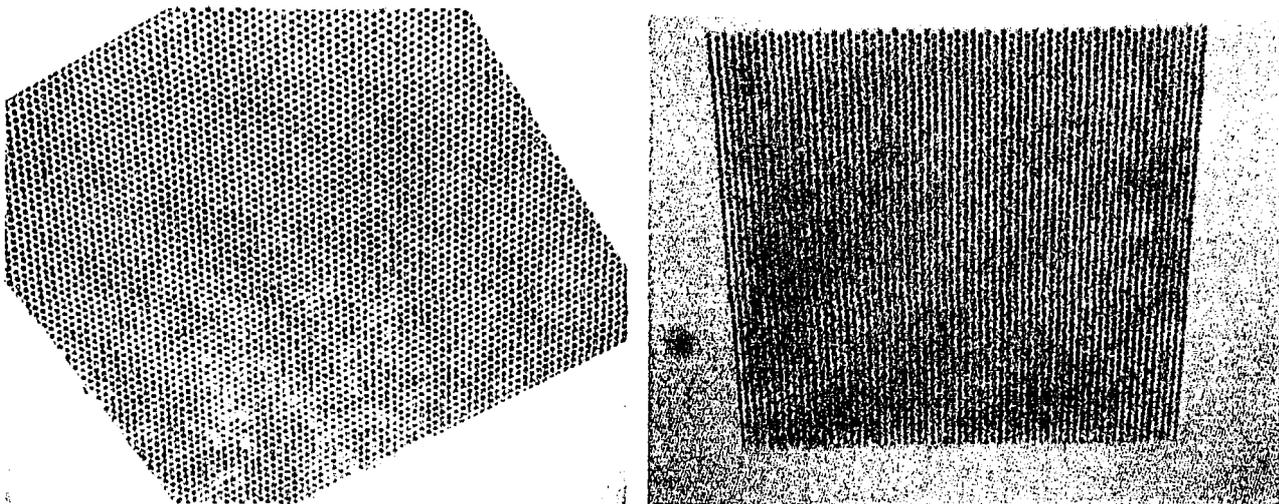
The photos below catalog dust and dirt consistently found on window and receptacles ledges.

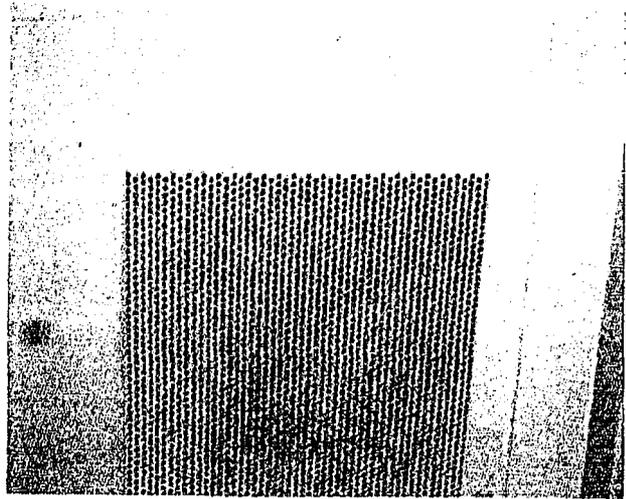
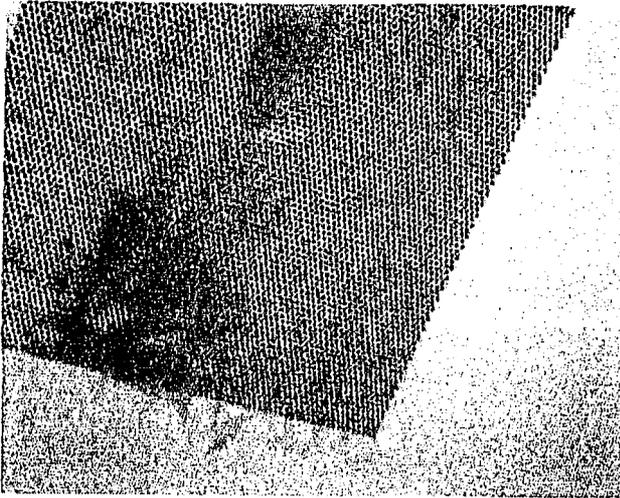


The photos below catalog the consistent findings of dust and debris on assistive devices located in patient rooms.

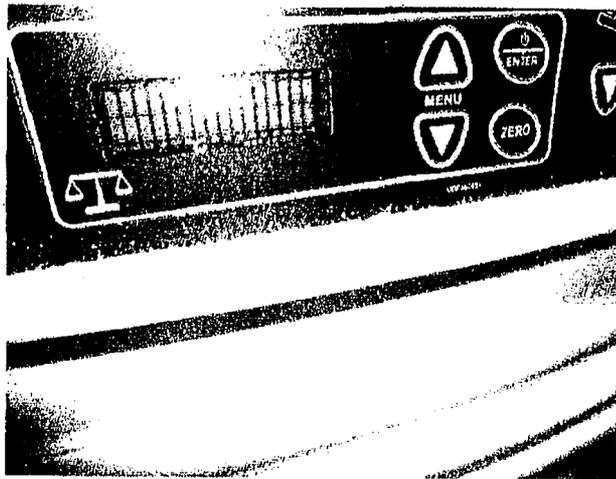
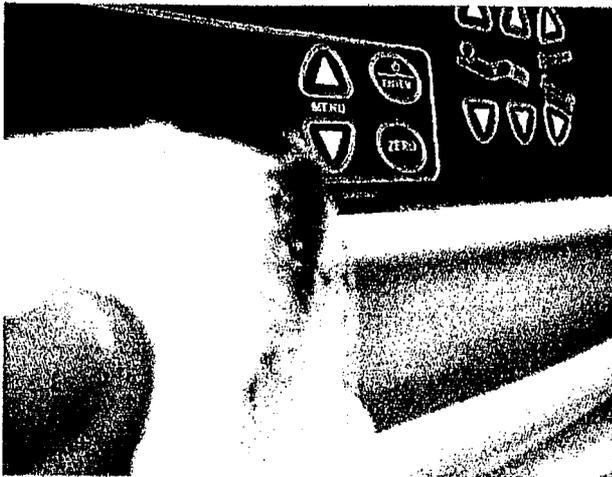


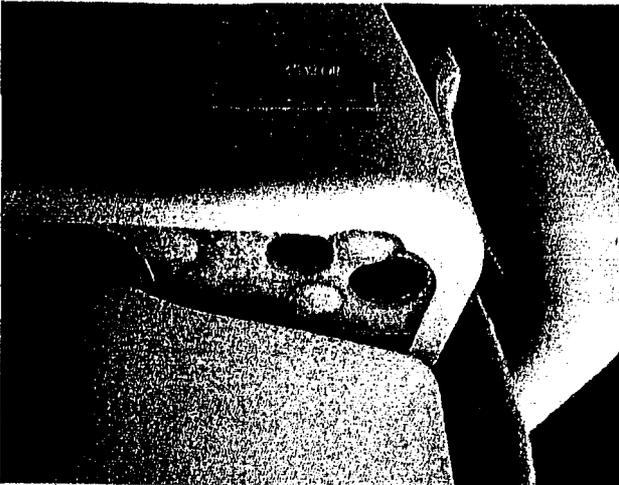
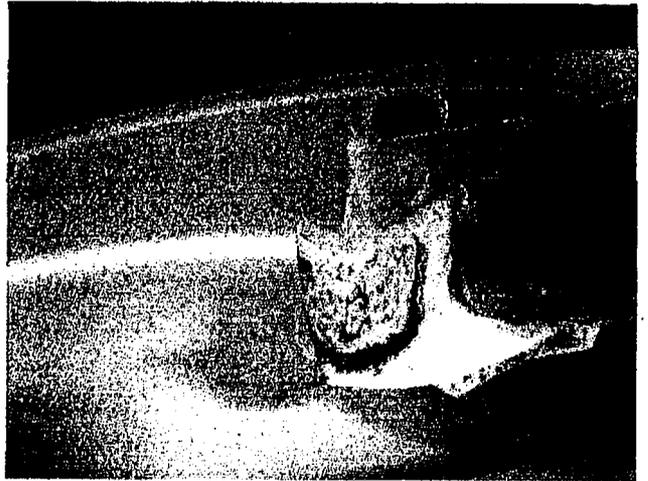
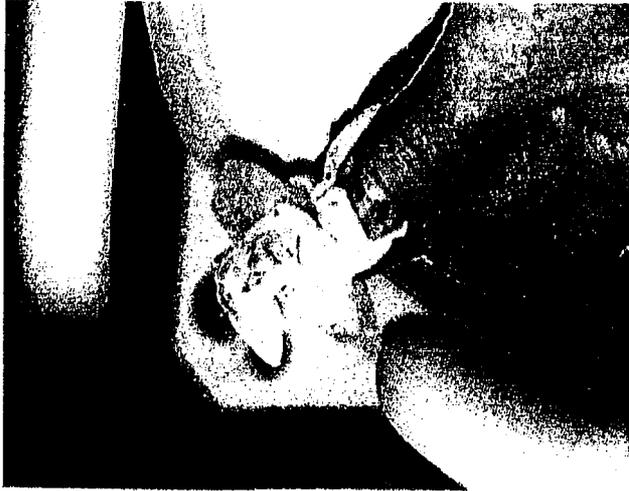
Patients' room vents were consistently found to be dirty and unsanitary. The photos below catalog vent grates clogged with dust and debris. Also noted was vents that had been completely sealed off by plastic and tape. These conditions create additional health concerns for staff and inmates and highlight a lack of preventative maintenance and cleaning schedules.



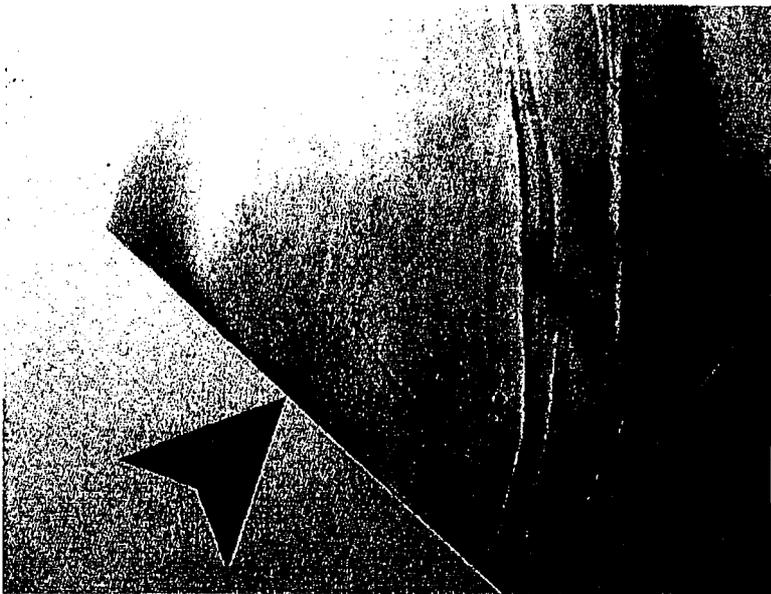


These photos below catalog the high level of dirt and debris consistently found on inmates beds throughout the facility.

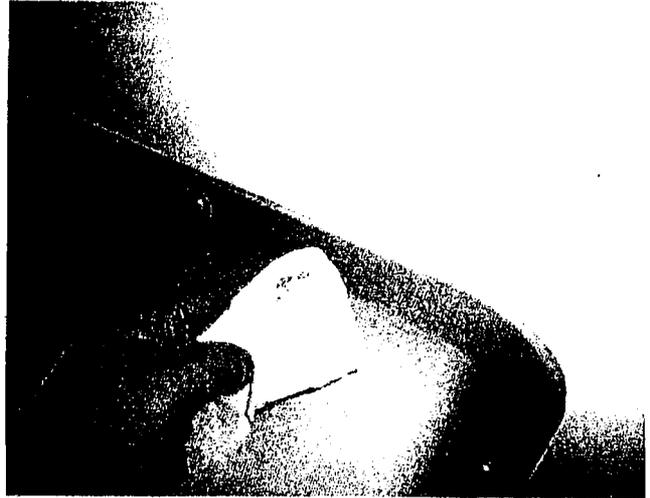




The photos below catalog an example of poorly maintained and laundered linen, blankets, and pillow cases in a patient's room. Procedure requires the weekly changing of linens; however, this clearly demonstrates a breakdown in the policy and actual operations occurring. In this case, the blanket was badly damaged and found to be dirty. The pillow case was heavily soiled and discolored from dirt, and human excrements as noted in the photos below. Note the red indicator points out a separation between the pillow case coloring and that is normally associated with clean and laundered linen.



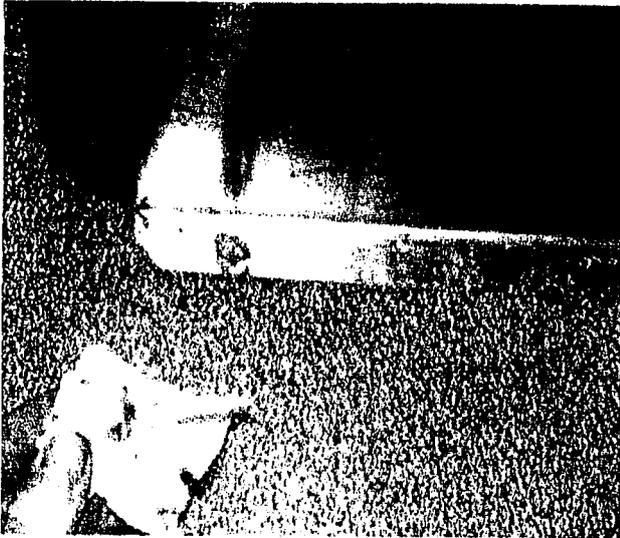
Permanently stationed beds observed in DSH were also found to have a consistent theme of dust, debris, hair, etc., found on them. The photos below provide several examples.



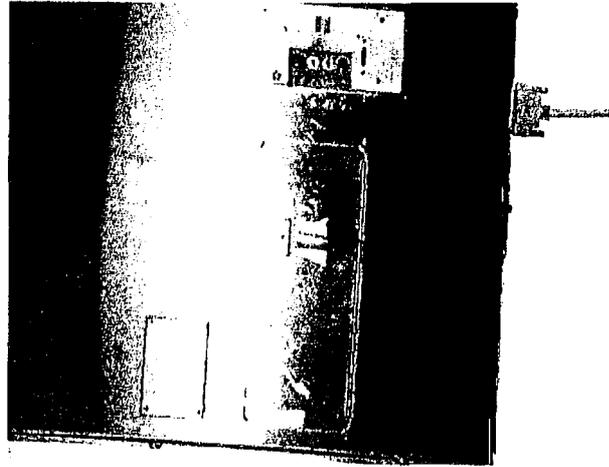
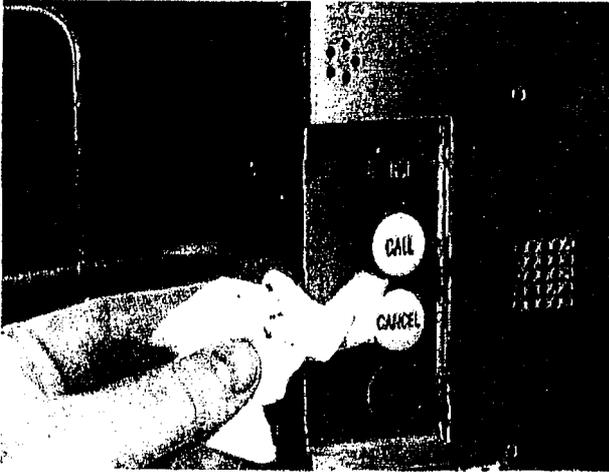
The photos below catalog examples of patients rooms furnishings that were heavily covered in dust, debris, and food particles both on the outer surfaces, as well as, the inside drawers or ledges.



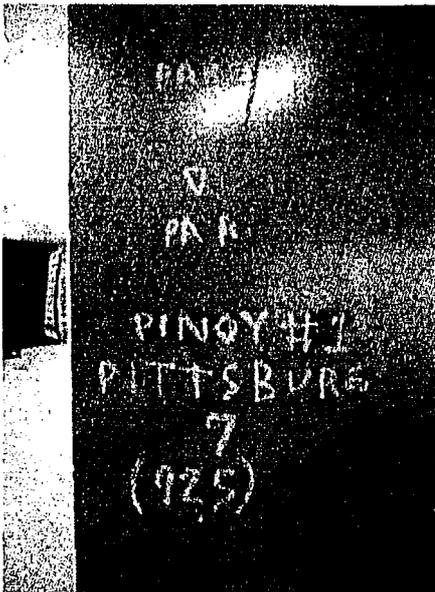
The photos below catalog the unsanitary conditions consistently found on floors, coving, and corners in patient rooms.



The photos below catalog the poor conditions and cleanliness of stainless steel call systems located in patient rooms throughout the facility.



The photo below catalogs the condition of some room doors at the facility. Overall, the doors do not appear to be consistently damaged; however, the damages that were noted had been there for some time as indicated by staff. These types of issues unreported or repaired, over time, will eventually become more common place than isolated if not corrected.



### SAFETY DATA SHEET BINDERS, CHEMICAL USE AND STORAGE

A review and audit of SDS books and reconciling chemical reflected that CHCF Environmental Services was out of compliance. There were books with SDS fact sheets in the custodian's storage area; however, the chemicals stored in the room did not consistently reconcile with the available SDS fact sheets. We also noted the books were secured in an area where the inmate-porters did not have access. This is of concern since a good deal of the inmate porters are unsupervised due to a lack of environmental services custodians, which results in their inability to use the reference guide regarding important chemical safety and use information.



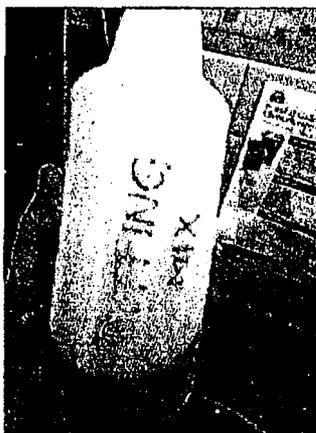
Also noted was that chemicals appeared to be concentrated in makeup and not properly mixed as depicted below. There was no chemical mixture ratio testing procedure, test strips etc, to monitor and ensure chemical were being mixed and used appropriately. During interviews with inmate-custodians, we were told in several cases the chemical were not diluted at all because the inmates like the smell better. The inmateporter also advised us that inmate-patients frequently take the chemicals off the custodian's cart and add additional chemicals to them when cleaning their own rooms.



Chemicals were also not stored at appropriate heights or conditions, specifically bottles were found opened and without lids and, in some cases, chemicals were above eye level. This creates an unsafe working environment and there are strict OSHA guidelines pertaining to proper storage of chemicals.



Also noted was that there were instances of staff and inmate custodians mixing blends of different chemicals together for the purpose of enhancing the product with "secret formulas" such as mixing floor wax and glass cleaner as depicted in the photos below. Mixing chemicals that are not consistent with manufacturer intended use, to include over mixing or combining chemical is prohibited, and all chemicals and manufactures clearly state this. This can result in explosive and or toxic gases that can seriously damage, harm, or result in death. We also noted, on several occasions, chemicals being used and or stored in containers that were not properly labeled or had no label. This again can create unsafe exposure and or misuse of chemicals resulting in injury or inadequate sanitization.



### **CHCF COMPARISON WITH CALPIA HFM MODEL**

The CALPIA HFM program has specialized training regarding OSHA standards and safety precautions for the use of the chemicals. This training is included in the initial new employee orientation and ongoing training. The training includes requirements for labeling, identification, and storage of chemicals. It also includes familiarization with the SDS facts sheets and binders which are used to explain chemical use, precautions, and steps taken in the event of exposure. There are also several CALPIA policies and procedures that cover this topic, these include Perpetual Chemical Inventory, IIPP, and Chemical Dilution Testing. Inmates and staff alike are required to take this training and demonstrate proficiency.

### **WORK ORDER PROCEDURE AND LOG**

CHCF Policy and Procedure Manual, Volume XXI – Environmental Services, Chapter 4: Miscellaneous, Section 2: Standard Maintenance work order request procedure, states; It is the policy of the CHCF that there shall be an organized program for requesting the maintenance, inspection and calibration of fixed and portable inmate-patient care equipment and other building support systems.

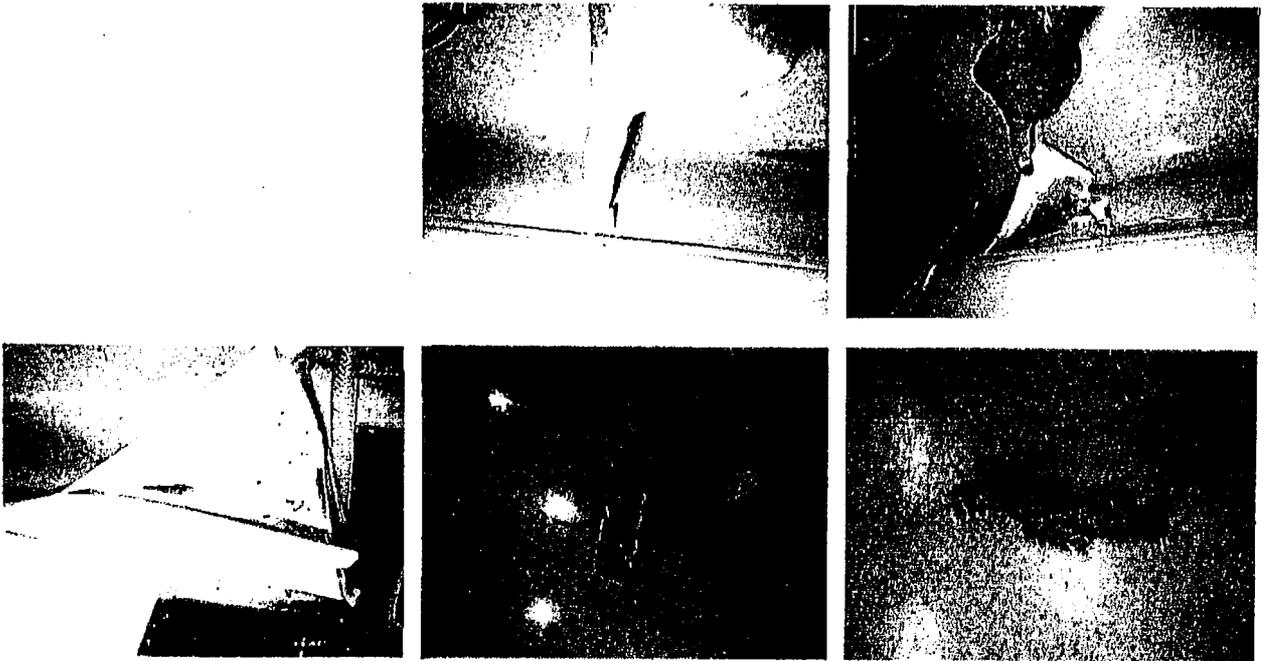
The CHCF Custodian Environmental Services Office did have a standard maintenance work requests procedure. In review of the environmental services work order procedure and a subsequent reconciliation of the physical plant damages and preventive maintenance, it was evident the Environmental Services Custodian Program and operations were not in compliance. My review and findings of the facility provided a consistent theme of damaged or poorly maintained physical plant, equipment etc. The policy underscores the responsibility for this procedure does not solely fall under environmental services but also Nursing Services, Custody Staff, Materials Management, and Plant Operations.

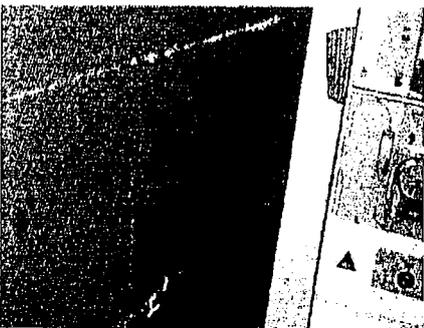
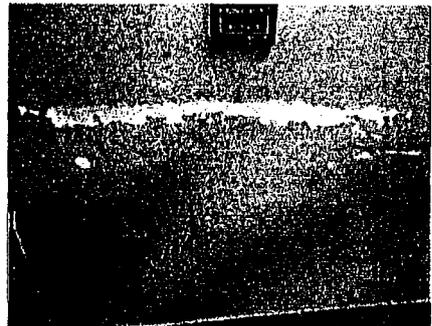
There are a variety of factors that contributed to the poor conditions of the facility; however, for the purposes of this report, I will focus primarily on Environmental Services. The procedure calls for custodians to report and respond to items, issues, damages, and or required preventive maintenance as needed. The review of the areas clearly reflected this was not occurring at the required level and consistency necessary to ensure and clean and sanitary environment.

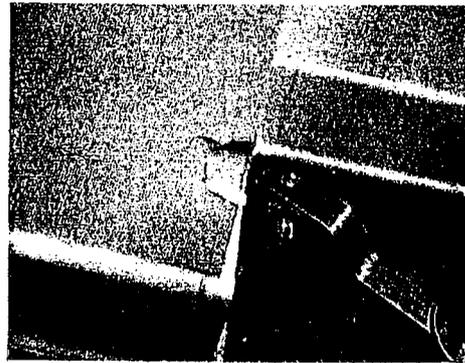
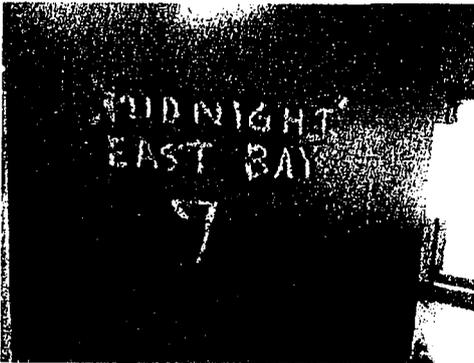
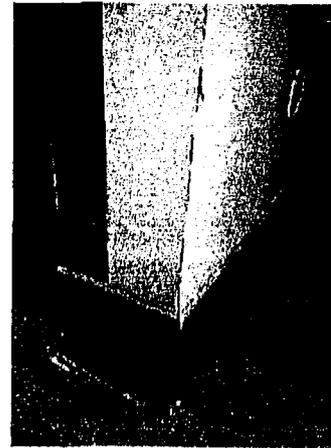
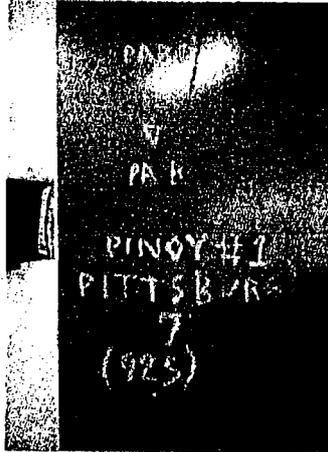
The photos below provide examples of unreported physical plant damages and or preventive maintenance related issues that impact and contribute to the overall unsanitary conditions of the facility. The photos below depict some examples of floor damage in FSS direct patient care areas.



The photos below catalog some examples of wall damage in the FSS and other direct patient care areas.







Considering the relatively new age of the facility these types of damages are considered significant and if the current practice and or lack of attention or resources continues the facility will soon be the same poor conditions as other facilities around the State.

#### CHCF COMPARISON WITH CALPIA HFM MODEL

The CALPIA HMF program have multiple procedures that address the work order procedure process and log. The procedures interlock with one another to address both standard work order process and the monitoring and quality control aspect of the process. Staff and inmates alike are trained in several aspects of this procedure to ensure compliance. These procedures include the following:

- Work Order Procedure HFM-P006
- Work Order Log Procedure HFM-L002
- Corrective Action Plan (CAP) Log Procedure HFM-P004
- Daily Inspection Checklist Procedure HFM-P001
- Weekly Inspection Procedure HFM-P002
- Monthly Inspection Procedure HFM-P002

### **CORRECTIVE ACTION PLANS**

There were no CAP procedures and or requirements for the environmental services custodian operations and program. There were however several Environmental Services CAP's provided by the Correctional Health Services Administrator II. These CAP's contained only several items regarding cleanliness in common areas and SDS book deficiencies. The CAP's also reflected the corrections were completed, however the results of this audit clearly reflect the deficiencies still exist and were far more extensive than covered in the report.

### **CHCF COMPARISON WITH CALPIA HFM MODEL**

CALPIA has a CAP Log Procedure HFM-P004. This procedure describes the process by which the CALPIA CS II/III is required to submit documents to be maintained by local authorities and CALPIA Central Office, Operations Division, Health Care Facilities Maintenance. The procedure contains information regarding the use of CAPs to resolve and document the correction of noted system deficiencies.

### **ATP TESTING DOCUMENTED**

There was not ATP Testing procedure and or requirement to monitor level of gemes and bacteria for the purposes of ensuring the sanitization and cleanliness of the facility.

### **CHCF COMPARISON WITH CALPIA HFM MODEL**

The CALPIA HFM Program has an ATP Procedure. ATP testing is a scientific method of measuring the energy molecule inside all animal, plant, bacterial, yeast and mold cells. This is done using a Luminometer and Ultraspab swab device to collect samples for the presence of ATP. The reagent chemical used on the swabs react with the ATP producing lumens (light) thereby measuring the presence and level of AT. The ATP testing generally includes high touch surfaces and common surfaces throughout the facilities contacted medical areas. HFM policy requires the testing of 25 percent of the contracted areas. The results of these tests are reported weekly on the CALPIA Weekly Summary Report. This procedure ensures the levels of sanitization and cleaning are sufficient and the levels of germs, bacteria, and microorganisms are within acceptable standards.

### **REVIEW DAILY/WEEKLY CHECK LISTS AND MONTHLY AUDITS**

CHCF Policy and Procedure Manual, Volume XXI – Environmental Services, Chapter 1: Administration, Section 2: Quality Control/Weekly Log Sheets: states, it is the policy of the CHCF Environmental Services to implement weekly log sheets for referencing daily work completed. Monthly appraisals will be completed in order to record quality of the work performed and areas needing improvement or other special attention.

The purpose of the policy is to document Environmental Services cleaning, work completed, and to conduct monthly audits for determining the efficacy of cleaning schedules, effectiveness of work, identify deficiencies, and initiate any Plant Operations Work Requests CDCR 2184 orders necessary in order to maintain an appropriate level of cleanliness for CHCF.

Review and audit of the weekly/daily logs revealed inconsistent records of cleaning and sanitization. In multiple cases, we noted logs had not been filled out in several days or for the entirety of the current shift. The logs were not kept on the custodian's cart, thereby making accurate records of cleaning task unlikely. We noted when reconciling the logs with the actual conditions of the patient rooms, patient care areas, and common areas there were obvious gaps between the recorded information and actual condition of the areas, specifically, cleanliness, sanitization, preventive maintenance, and physical plant damages. The review also revealed that the comment section was not being used to note sanitization or cleaning deficiencies and or needed attention to special projects or physical plant damages was not being used. The noted poor condition of the facility did not reconcile with daily/weekly logs implied depiction of a clean and sanitary environment.

We also noted, due to the lack of staffing, inmate-porters were frequently required to clean areas unsupervised and in multiple cases custody and medical staff assigned to the areas indicated there were long term absences noted with regard to environmental services custodians. The inmate custodian's daily cleaning routines appeared to later be recorded by staff, assuming, but not validating, that the daily tasks were completed. In short, required work, frequencies, and level of cleaning were not being completed. In one particular case, custody and medical staff indicated they had not seen a custodian in six months. This is completely plausible since there are only a total of 34 staff which provide coverage for the entire facility which operates 24 hours a day, 7 days a week, 365 days a year. There are frequently no custodians assigned to a number of locations, shifts and days. The same scenario applies to the custodial supervisor who would otherwise be providing oversight and guidance to the aforementioned staff and situations.

The procedure also calls for the performance of weekly and monthly inspections and audits of the cleanliness and sanitization of the licensed areas by the CSII and CSIII. In my review of records, and documentation as well as interviews with both the CSIII and DSH Acting Administrative Assistant, it was determined this was not occurring. This was further validated by the conditions of the areas and systemic sanitization deficiencies recorded and cataloged. These deficiencies have direct correlation with identified gap of personnel resources and time related deficits from both entry level custodians to the supervisory and managerial staff required to provide oversight.

#### **DAILY CUSTODIAN CART INVENTORIES**

There was no procedure or requirement for custodian cart inventories to include tools, chemicals, and supplies.

#### **CHCF COMPARISON WITH CALPIA HFM MODEL**

The CALPIA HFM program requires the daily inventorying of custodian's cart tools and supplies. This is covered in the following procedures:

- Custodian Cart Inventory Procedure HFM-P008
- Daily Custodian Cart Inventory Form HFM-F008
- Perpetual Chemical Inventory Procedure HFM-P014
- Perpetual Chemical Inventory Procedure HFM-F014

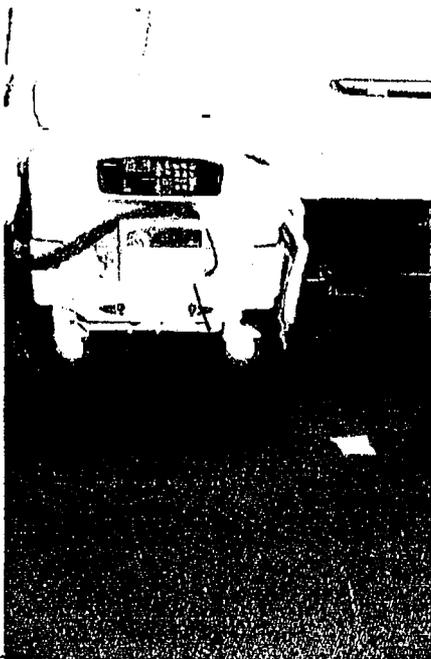
All staff are required to be trained and proficient in the aforementioned procedures. Compliance is monitored in the weekly and monthly reviews of contracted areas. These procedures require the supervisory and managerial staff tour and audit the compliance of the area regarding sanitization and cleaning. It also requires the actual operations, as outlined in the procedures are occurring and that staff and inmates remain proficient in their abilities and understanding of the procedures.

#### **COPIES OF TERMINAL CLEANING CHECKLIST COMPLETED AND AVAILABLE**

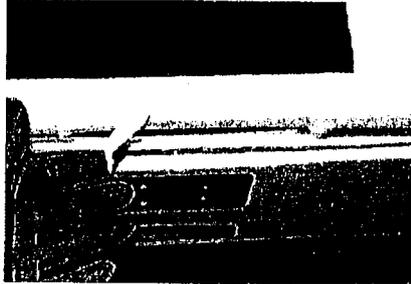
During my audit and review of the information and procedures provided by environmental services, I noted only one subsection in Volume XXI Environmental Services Chapter 2: that addressed terminal cleaning. This was addressed in subsection 19, and provided very little instructional guidance. Although not covered in the procedure there was a terminal clean checklist being used to document the occurrence of a terminal clean. During our audit, the CS III and I observed several instances where inmate-patients had been discharged and or housed without terminal cleaning occurring. In one particular instance the inmate had been discharged and the patient's room had not been terminally cleaned for several days. We advised the unit staff of the noted concern and validated the discharge of the inmate several days earlier. We revisited the same unit the following day only to discover that another inmate had been moved into the room and the custodian daily log and terminal checklists still did not reflect the room had been terminally cleaned prior to housing.

After discussing with nursing and custody staff we also determined several other inmate movements had also occurred in the building that week. We inspected the records and again were unable to validate if a terminal clean had been conducted prior housing.

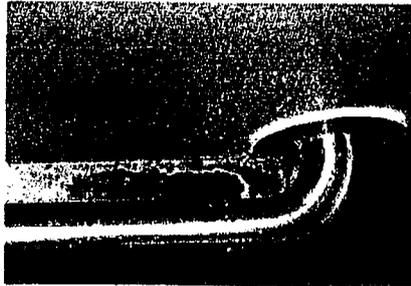
The photographs below catalog the condition of the room that the inmate had been discharged from several days prior to our inspection. Note the linen on the bed had not been changed and floor had debris and waste on it.



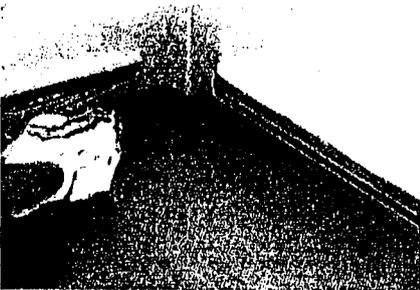
These photos depict dust, debris, surgical tape, and food on the bed and floor of the room.



These photos depict the sink, toilet, and shower rails had debris in them and had not been cleaned.



These photos depict soiled floor and stainless steel located within the room.



## INSECT AND RODENT CONTROL

CHCF Policy and Procedure Manual, Volume XXI – Environmental Services, Chapter 3: Waste Management, soiled Linen, Rodent Control, Section 1: Insect and Rodent Control: States; It is the policy of the CHCF that areas shall be maintained free from vermin rodents through operation of pest control program, which is conducted in the CHCF, and all support buildings.

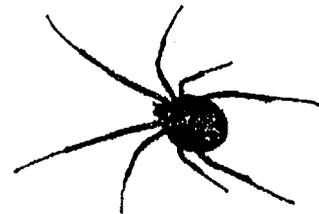
The purpose for this policy is to reduce the threat of infection and disease and to maintain a sanitary environment.

During our audit of the facility, we noted multiple locations where the presence and or signs of insect and rodents were present. During interviews with staff and inmates, we had multiple concerns expressed and or personal accounts reported that provided further validation.

The photos below catalog examples of the presence of rodents and insects, specifically spiders, ants, beetles, and cockroaches.



These photos depict black widows found in the patient dining and common areas that were in open and unobstructed view. The spiders were identified as a black widow based on the black shiny body and hour glass red markings.



### ASSOCIATED HEALTH RISKS WITH SPIDERS

The below is an OSHA facts sheet about the black widow spiders observed and reported by inmates and staff. The fact sheet provides a description of this variety of spider and dangers, and health related concerns associated with a bite from one.

# OSHA Fact Sheet

## Protect Yourself! Workers may be exposed to Black Widow Spider

The black widow belongs to a group of spiders commonly known as cobweb spiders. The characteristic hourglass is located on the underside of the abdomen. Female black widows are dangerous and can bite and inject toxic venom.

### Identification

- The female black widow is normally shiny black, with a red hourglass marking (see photo) on the underside of the abdomen.
- The abdominal marking may range in color from yellowish orange to red and its shape may range from an hourglass to a dot.
- The body of an adult black widow female is about 1/2 inch long.

### Habitat

The black widow is commonly found in the following places:

- Outdoors - woodpiles, rubble piles, under stones, in hollow stumps, and in rodent burrows, privies, sheds and garages.
- Indoors - undisturbed, cluttered areas in basements and crawl spaces.

### Symptoms

- The bite of the black widow may be painful or it may go unnoticed.
- The skin may display one or two bite marks with local swelling. Pain usually progresses from the bite site and eventually to the abdomen and back.
- Severe cramping or rigidity may occur in the abdominal muscles.



Photo: Lamont Entomology, Iowa State University



Photo: University of Missouri Extension

- Symptoms may include nausea, profuse perspiration, tremors, labored breathing, restlessness, increased blood pressure and fever.
- The pain from the bite will usually persist for the first 8-12 hours.
- Symptoms may continue for several days.

### Protection

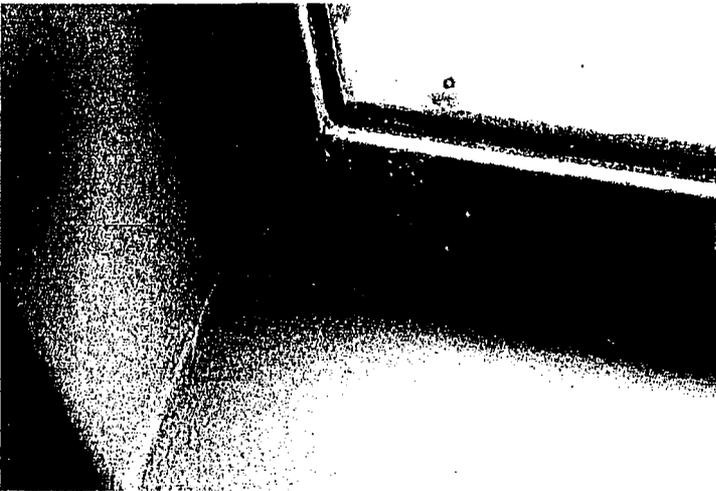
- Wear a long-sleeved shirt, hat, gloves, and boots when handling boxes, firewood, lumber, and rocks, etc.
- Inspect and shake out clothing and shoes before getting dressed.
- Use insect repellents, such as DEET or Picaridin, on clothing and footwear.

### Treatment

- Clean the bite area with soap and water.
- Apply ice to the bite area to slow absorption of the venom.
- Elevate and immobilize the extremity.
- Capture the spider, if at all possible, for identification purposes.
- Seek medical attention immediately.
- If you have a heart condition or other heart problem you may need hospitalization.

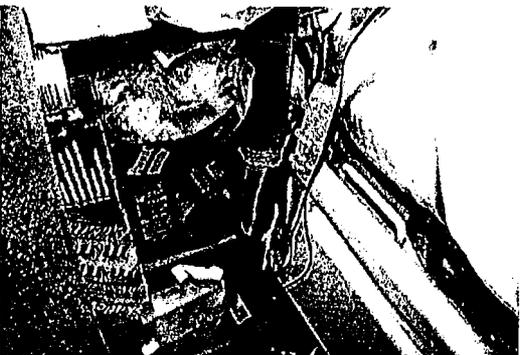
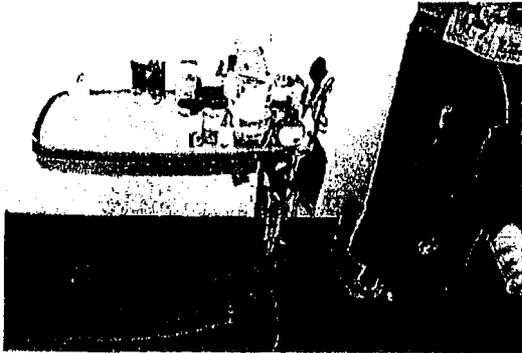
This is one in a series of informational fact sheets highlighting OSHA programs, policies or standards. It does not impose any new compliance requirements. For a comprehensive list of compliance requirements of OSHA standards or regulations, refer to Title 29 of the Code of Federal Regulations. This information will be made available to sensory impaired individuals upon request. The voice phone is (202) 693-1899; teletypewriter (TTY) number: (877) 889-5622.

For more complete information  
**OSHA** Occupational Safety and Health Administration  
 U.S. Department of Labor  
 www.osha.gov  
 (800) 334-6342  
 200 10/04



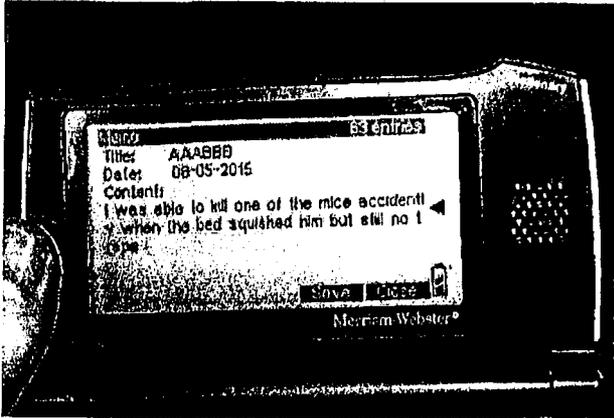
These photos catalog the presence of spiders (undetermined variety) and their webbing in several different windows and ledges located in common areas in the main inmate-patient entertainment area and housing units.

Note\* The dead insect carcasses located beneath and in the webbing. This example was noted in multiple patient housing units and remained in place the entire period during the audit.

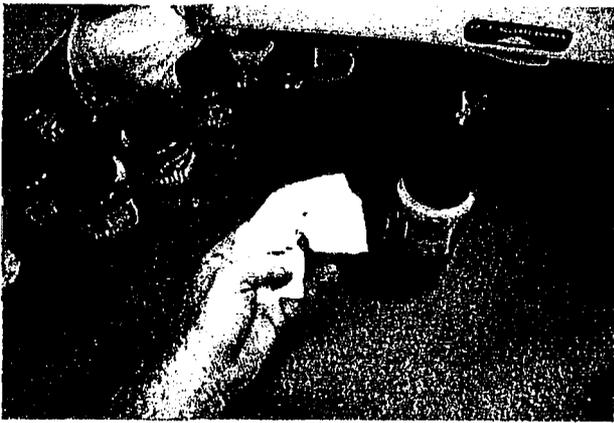


These photos depict cluttered cells filled with food items stored under the bed and throughout the patients room. These conditions attract a variety of vermin and insects and make ideal conditions and habitats for their reproduction. There were numerous examples of these conditions noted throughout the facility.

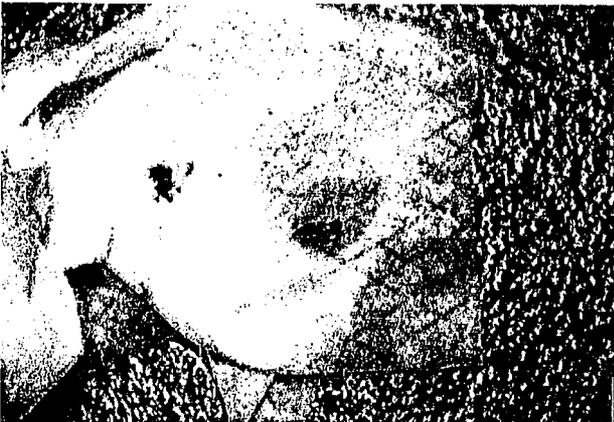
The presence of vermin and insects increases the risk for the spread of disease and infection.

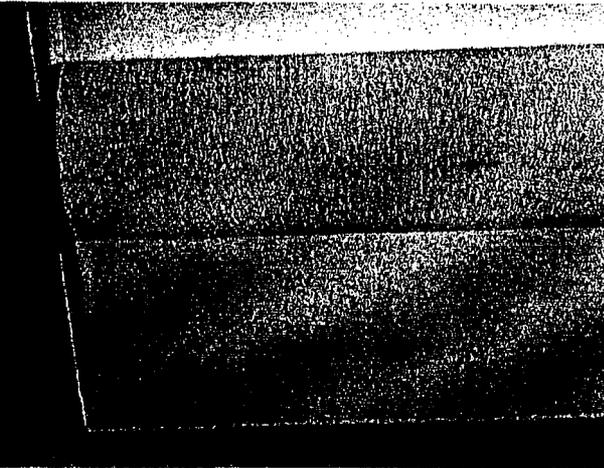


In this particular instance, the inmate claimed he had an ongoing problem with cockroaches and mice and that he had asked repeatedly for glue traps to resolve and manage the issue. The Inmate also claimed that he had inadvertently killed one of the mice when adjusting and lowering his bed.



We inspected under the inmates bed area and noted that there was in fact the presence of rodent fecal matter and cockroach larva as depicted in these photos.



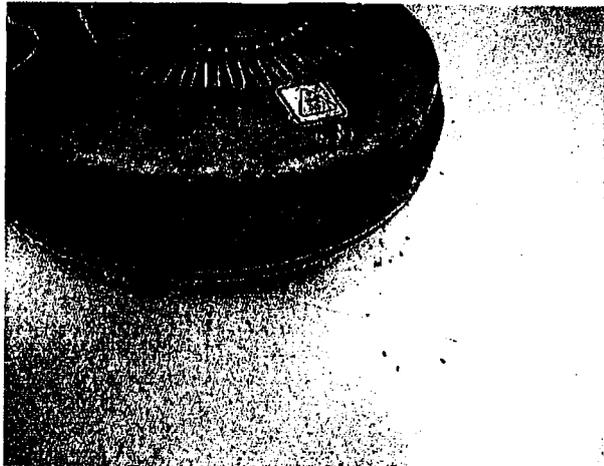
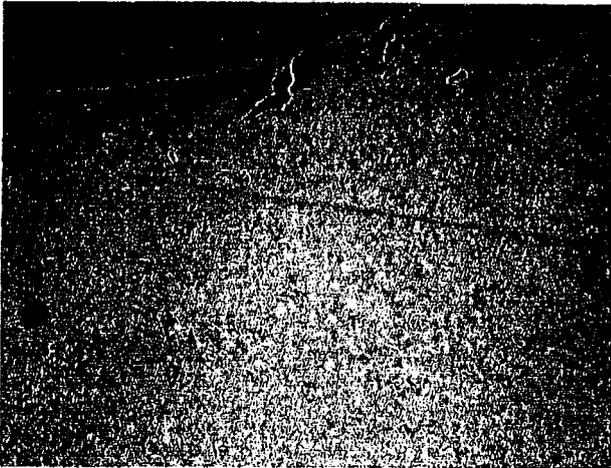


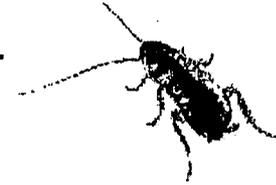
There were variety of other areas that demonstrated there was systemic issue occurring with regard to insect and rodent control as noted in these photos. These included in closets, food pantries, common areas, and the majority of lighting fixtures through out the facility.

During my audit, I did note the institution was making efforts to control the presence of rodent and insect using a variety of control measures. These include but are not limited to visable glue traps and having a supply of rodent deterring garbage bags.



The photos below catalog an ant infestation inside of the scrubbing machine located in the standby emergency unit corridor. The machine had been left unattended and serviced for an undetermined amount of time. When I was inspecting the machine for cleanliness and preventive maintenance, a colony of ants fell out of the core of the machine. There was no visible ant path of travel to the machine.





### ASSOCIATED HEALTH RISK WITH COCKROACH INFESTATIONS

Cockroaches are known to transfer disease pathogens, such as the various bacteria that produce "food poisoning" in humans, by contaminating food, food preparation surfaces, dishes, and eating utensils. The roach's greatest impact on human health may be its ability to trigger asthma. Cockroach nymphs grow by periodically shedding their "skin" (the exoskeleton). Fragments of their exoskeletons, along with bits of cockroach feces, serve as antigens (foreign protein) that, when inhaled, cause allergic and asthmatic reactions.

Cockroaches can spread disease; contaminate food, and cause allergies and even asthma. Cockroaches can pick up germs on their legs and bodies as they crawl through decaying matter or sewage and then transfer these germs to food or onto food surfaces. According to the World Health Organization (WHO), they are proven or suspected carriers of the organisms causing diarrhea, dysentery, cholera, leprosy, plague, typhoid fever, and viral diseases such as poliomyelitis.



### ASSOCIATED HEALTH RISKS WITH RODENT INFESTATIONS

In one week's time, rodents produce hundreds of fecal pellets and deposit urine in thousands of areas. The pathogens may also be deposited via saliva and blood spewed during rodent fights. Finally, rodents shed their hair daily and lose an entire coat twice a year. In this way, millions of rodent hairs and hair fragments, possibly containing pathogens, are also deposited into the CHCF environment.

Worldwide, rats and mice spread over 35 diseases. These diseases can be spread to humans directly, through handling of rodents, through contact with rodent feces, urine, or saliva, or through rodent bites. Diseases carried by rodents can also be spread to humans indirectly, through ticks, mites or fleas that have fed on an infected rodent.

## SOILED LINEN AND WASTE MANAGEMENT

CHCF Policy and Procedure Manual, Volume XXI – Environmental Services, Chapter 3: Waste Management, soiled Linen, Rodent Control, Section 3: Laundry: States; It is the policy of the CHCF that all soiled clothing and linen shall be handled, stored and processed in a safe manner in order to prevent the spread of infection and assure the maintenance of clean clothing and linen. If the Correctional Treatment Center (CTC) does not maintain the laundry services, the commercial laundry utilized shall meet the standards of the California Code of Regulations Title 22. Protective gloves shall always be worn. An adequate supply of clean linen shall be available to meet the needs for the CTC. This shall include, but not be limited to, at least three complete bed changes for the CTC's licensed bed capacity. Policies and procedures shall be developed and implemented pertaining to linen from isolation rooms and pathology and linen soiled with chemo-therapeutic agents or radioactive substances.

The purpose of this policy is to ensure that laundry is handled, stored, and processed in a safe manner in order to prevent the spread of infection and ensure the maintenance of clean linen.

In review of the procedures, interviews with staff, observation of operations, physical plant, and reconciliation with the actual processes in place it was evident that CHCF was out of compliance with multiple aspects of this policy and procedure, noted deficiencies included the following:

- Not using water soluble bags prior to placing in yellow infectious linen bags
- Not using infectious linen bags when appropriate
- Handling of infectious linen without gloves
- Scheduled changing of patient's linen

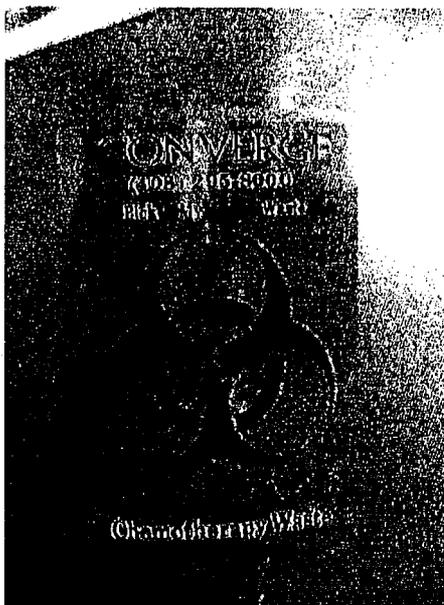


This photo depicts contaminated laundry receptacles without the appropriate yellow bag or, for that matter, any bag at all. At the base of the receptacle was a soiled/contaminated sheet. This violation presents serious health and safety issues to include possible cross contamination and the spread of germs, bacteria, and viruses found in blood, urine, and fecal matter.



These photos depict a dirty laundry receptacle with no plastic bag (blue). Instead, the plastic bag has been replaced with what appears to be an inmate netted laundry bag.

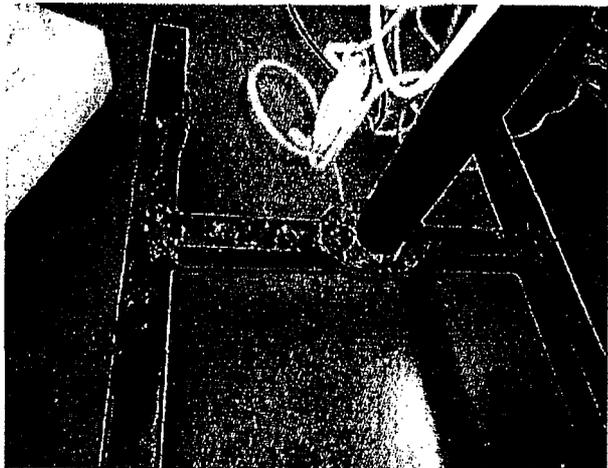
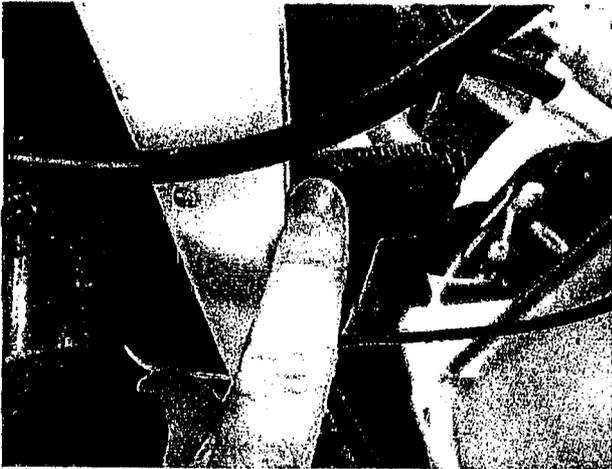
The photos below depict a BIOHAZARD Chemotherapy Waste Container that was being used for the disposal of regular trash. Note the side warning label and the contradictory Trash label on the lid. The location of this receptacle was in a patient's housing unit, in front of the nurse's station. The contents of the receptacle was filled with normal trash items.

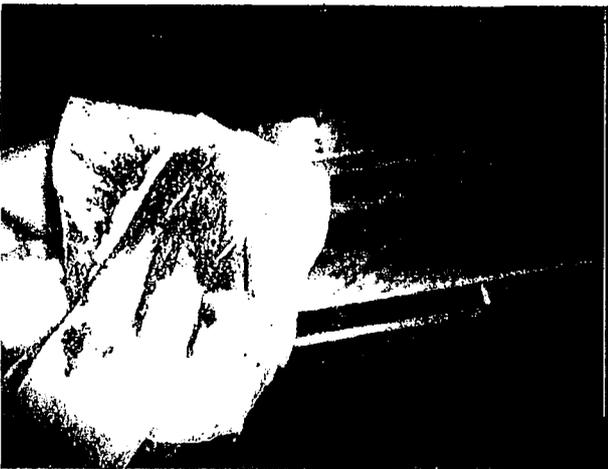
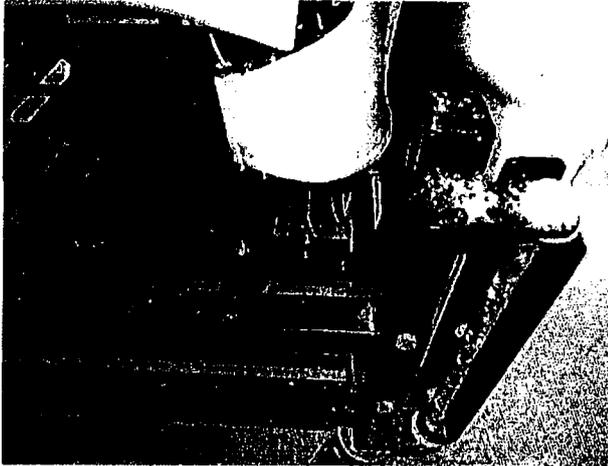


## DIALYSIS AREA

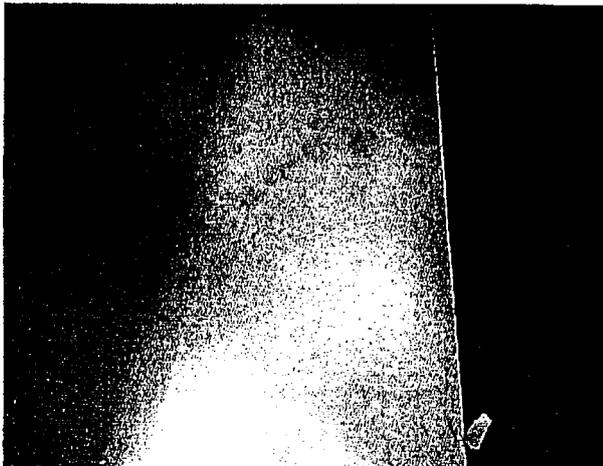
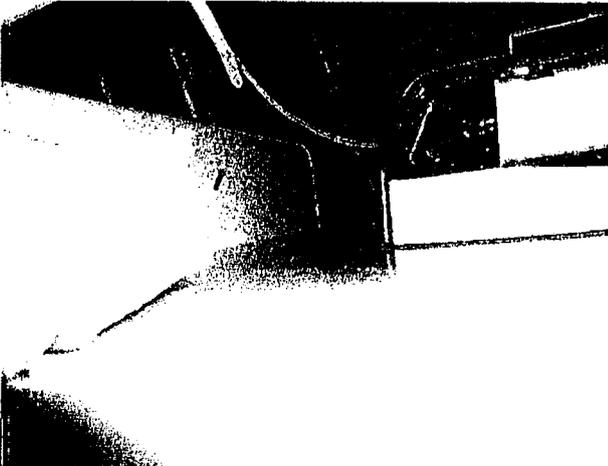
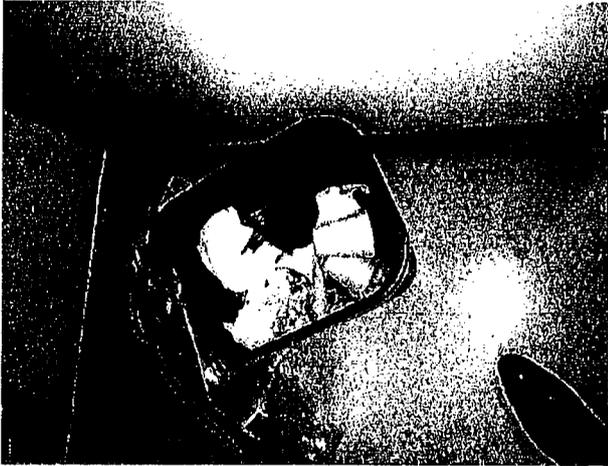
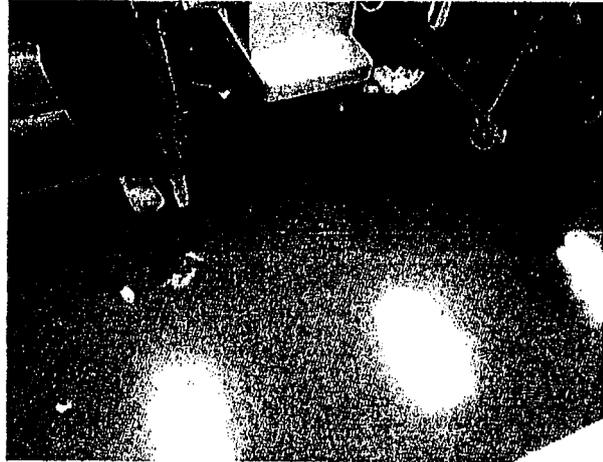
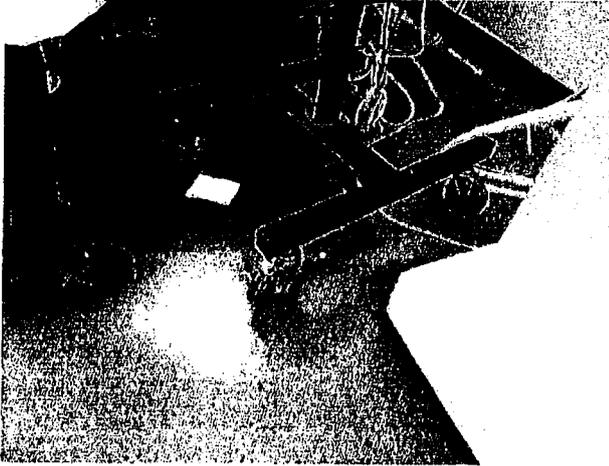
A review of the dialysis area gave me pause and great concern due to level of direct inmate-patient care contact and the observed physical plant deficiencies, cleanliness and sanitation issues. The conditions and findings in this area posed an immediate and serious risk to the health and safety of inmates and staff alike. The photo below catalogs the level of deficiency and reasons for heightened concern

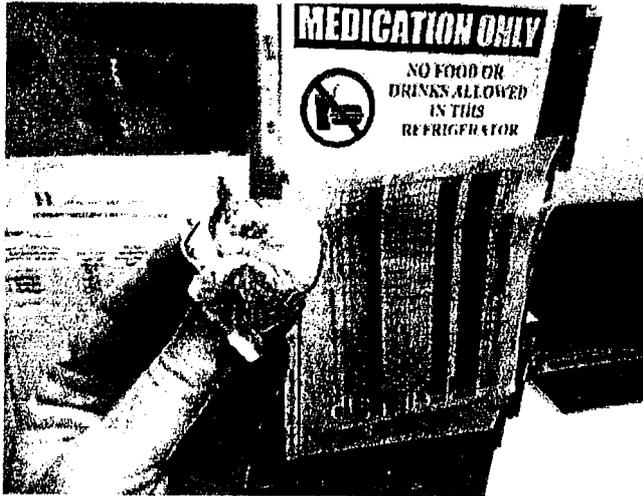
These photos depict the unsanitary conditions of the medical equipment used to provide dialysis treatment to patients at CHCF. The equipment was covered in dust, debris, and rust, and tested above acceptable ATP standards.



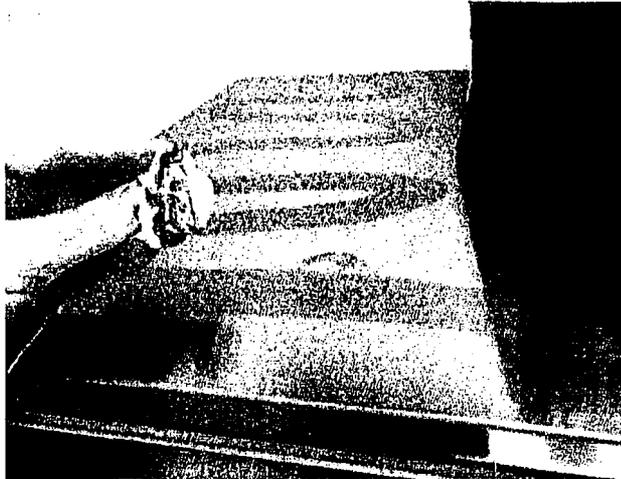
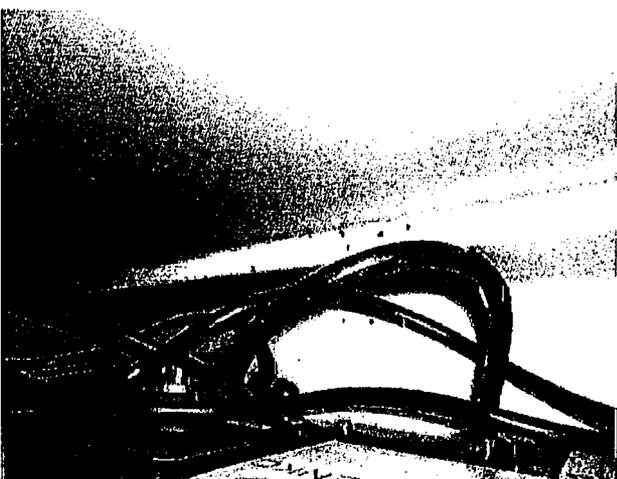
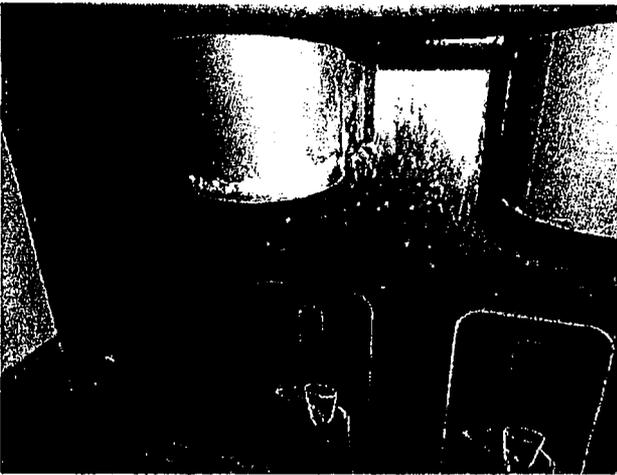
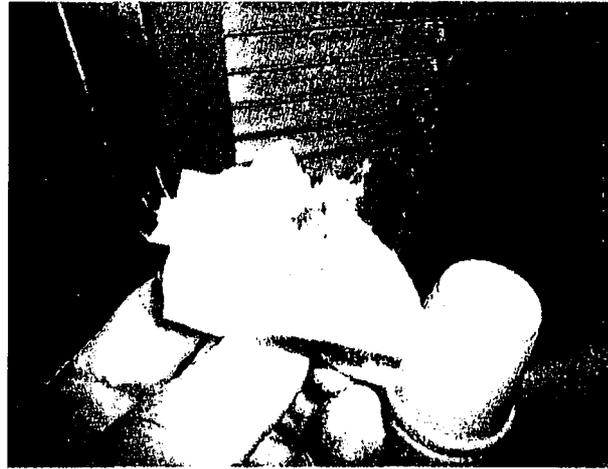
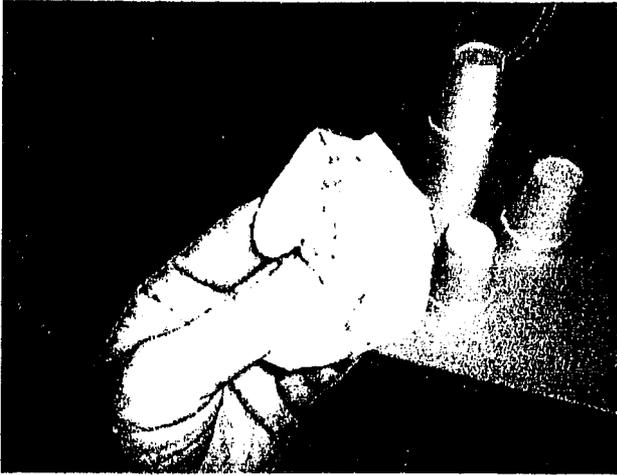


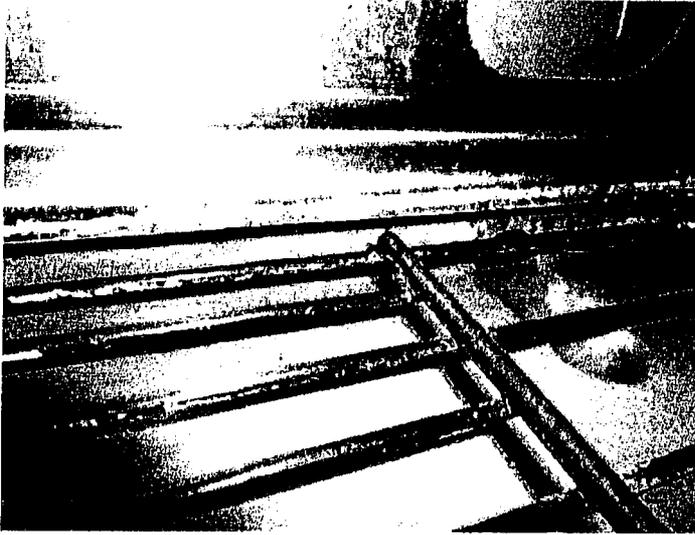
The photos below catalog the general sanitation and cleanliness of the area which was poor as noted in the photos below and upcoming subsections. This included used and discarded gloves, Q-Tips, paper towels, IV caps, garbage, and debris to include garbage cans that were either overfilled or had no liner. There were also large quantities of dust and debris on electronic devices such as computers, monitors, dialysis equipment, and furnishings.



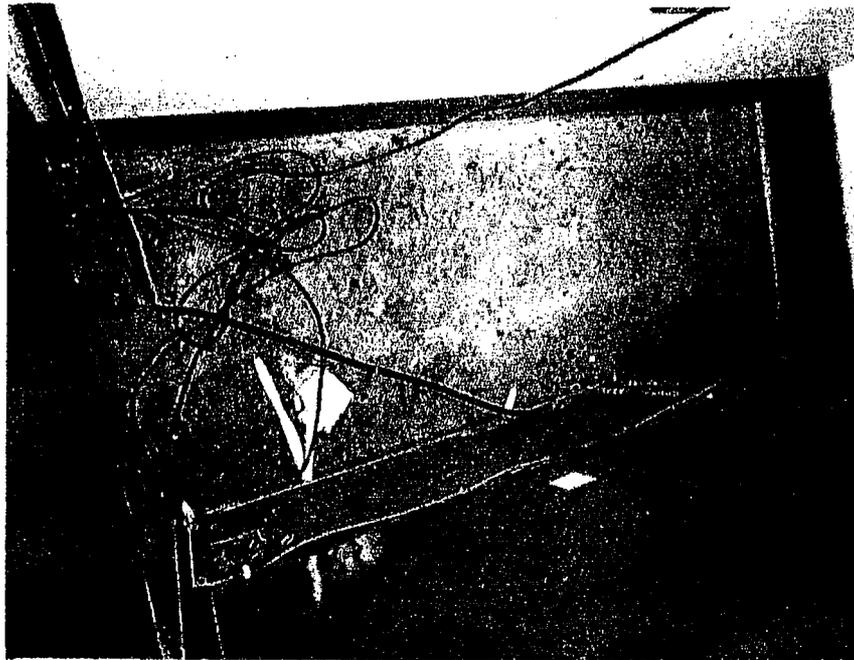


The photo below depicts an ice machine covered in dust, debris, calcification, and mildew. Further review revealed, this ice machine and multiple others throughout the facility, had not been serviced since the activation of the facility in 2012. The required environmental services procedure and licensing expectations are that the exterior of these units are cleaned daily and the internal portion is cleaned and sanitized monthly. There are also quarterly requirements that mandate the break down and cleaning of external mechanisms and components. This requirement is to ensure bacteria, microorganisms, or foreign matter does not contaminate the system resulting in tainted ice that could spread disease and cause serious health and safety risks.

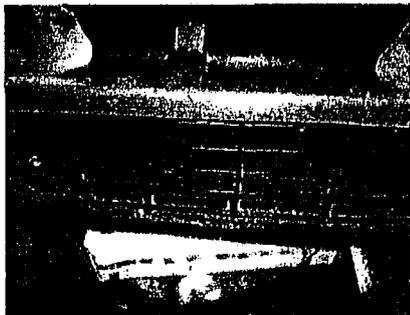
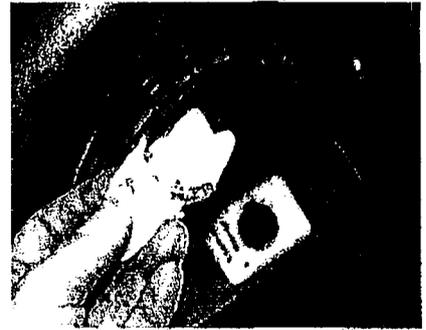
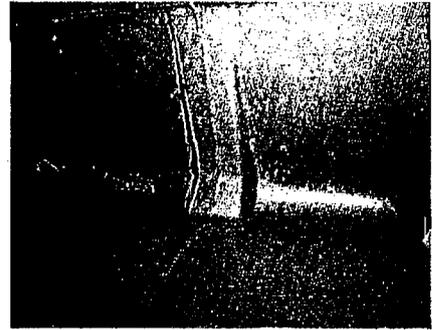
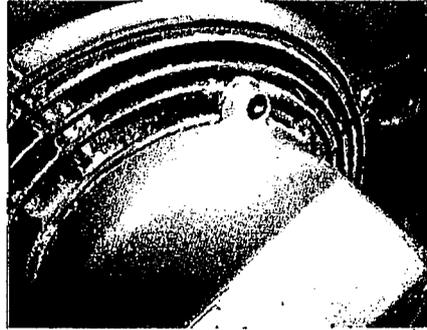




The photo below depicts the unsanitary condition behind the refrigerator in the breakroom within dialysis. There was decayed food, insect carcasses, utensils, paper products, rodent feces, dust, and debris.

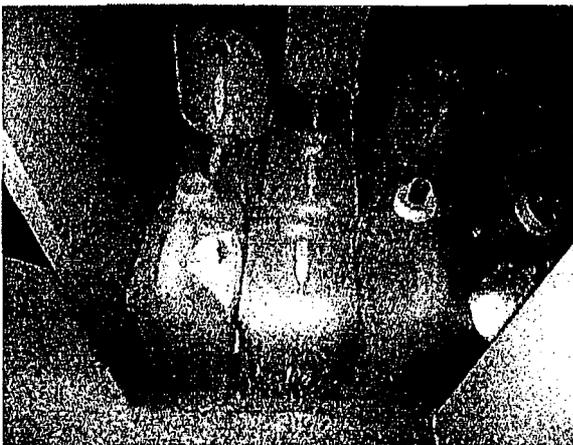
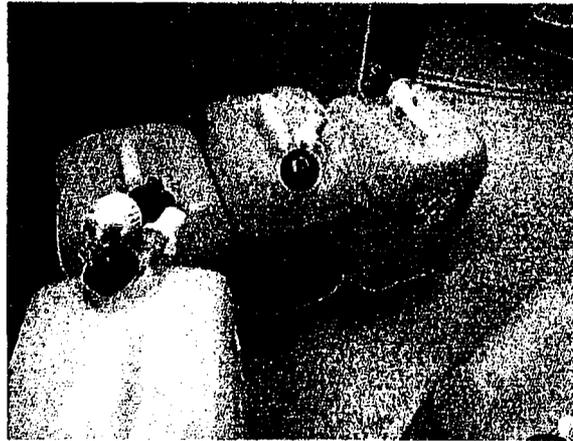
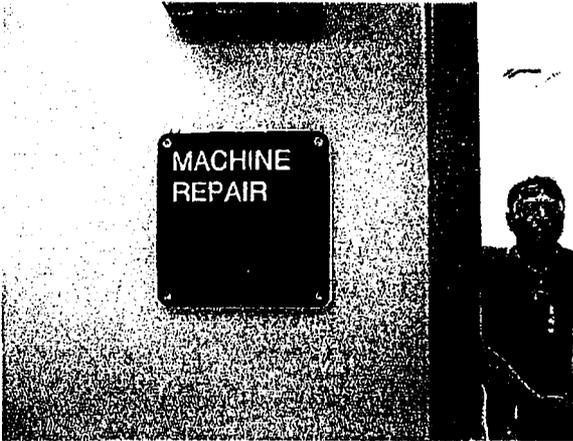


There were floor fans located in several locations in dialysis. These fans were damaged and in poor condition. They were covered in dust and debris as depicted in the photos below. These fans are designed to provide ventilation for drying floors after wet mopping and waxing; however, the fans were instead being used for ventilation and cooling of the area for staff. Upon further review, we noted these fans were located throughout the facility and were again being used for ventilation and cooling purposes. Additional interviews revealed the fans had been commandeered from environmental services and not returned. Environmental Services indicated there were originally 80 fans in their inventory and only a few remain accounted for. The fans observed throughout the facility were all soiled and covered in dust and debris and had similar damages. These fans also contain metal stock rods which when unaccounted for pose a security risk.

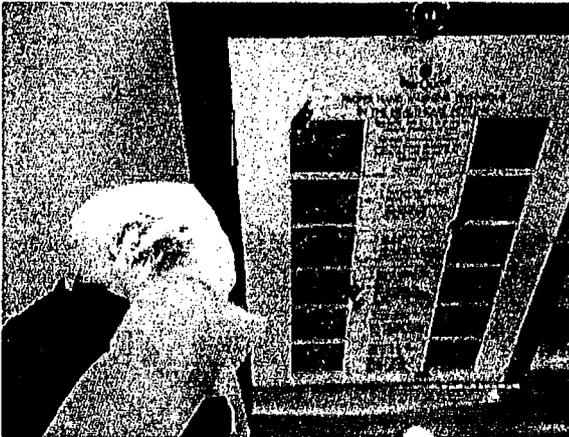
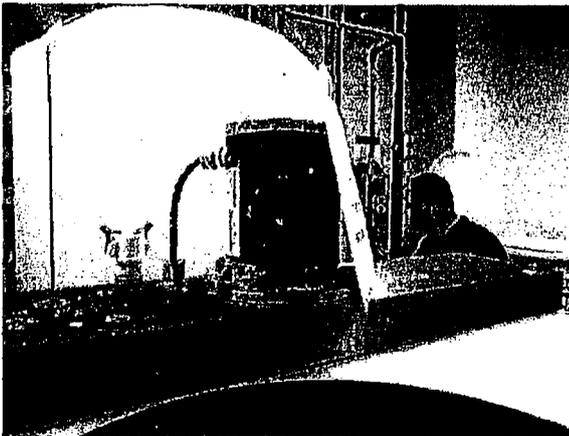
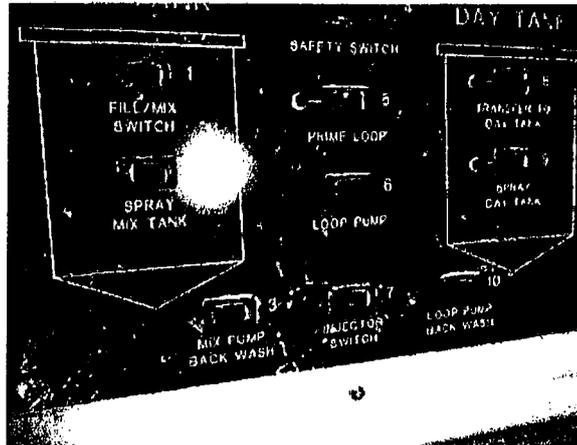
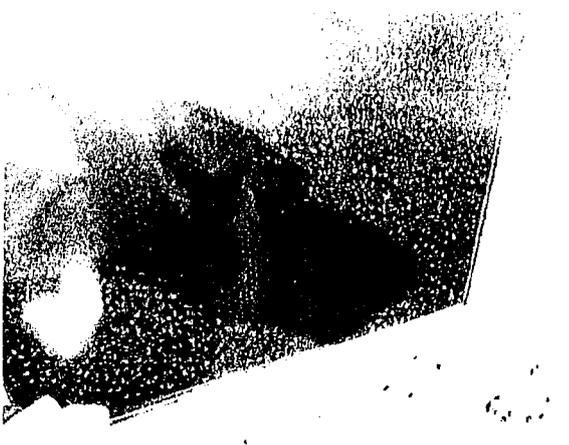


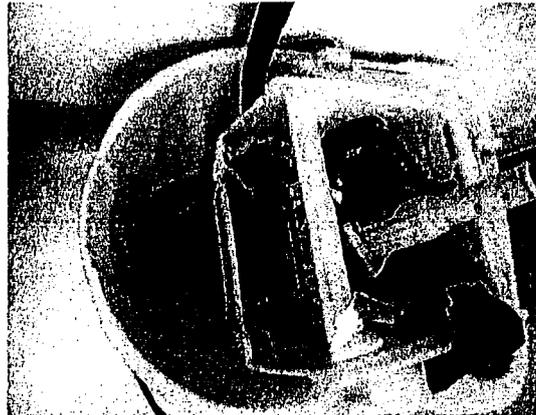
This section catalogs the condition of the Water Treatment Room and Machine Repair Room located in dialysis. This room is used for the processing of solutions, chemicals, and water to be used for the purposes of dialysis and treatment of patients. The conditions of these rooms were found to be unsanitary and in very poor condition. Upon further review, I was advised the room had not been cleaned since the activation of the facility, until two weeks prior to this audit and the conditions prior to my review were far more extreme and include large quantities of mold and mildew, dust and debris. This heightened my level of concern since the conditions observed during my review clearly presented serious health and safety concerns. The photos and tutorial provide additional insight above and beyond those already identified in the aforementioned dialysis section of this report.

These photos catalog plastic containers both full and empty that are used in the dialysis process. These containers hold the solution and water that is part of the dialysis treatment. The containers had open lids, and surfaces with visible dust, debris, and insects either in them, or on the outer surface or surrounding area. When I queried staff, the determination was made that the containers should be in a sterile environment and at minimum at least sealed or covered.

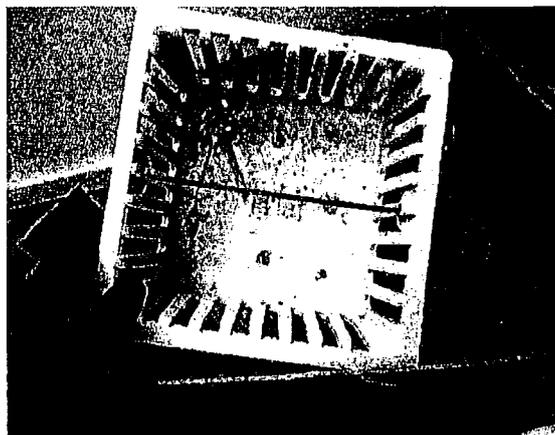
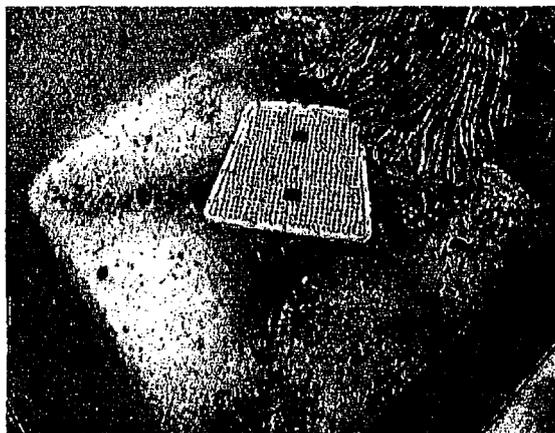


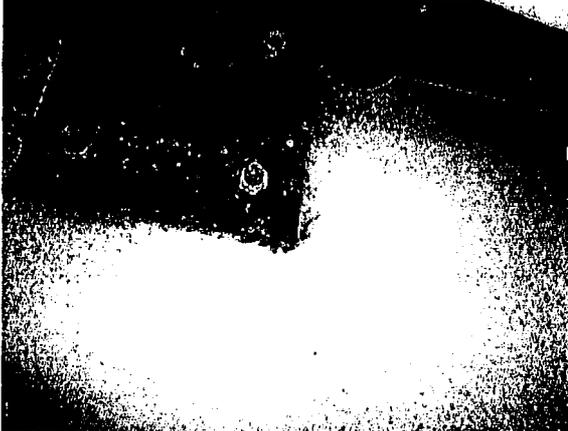
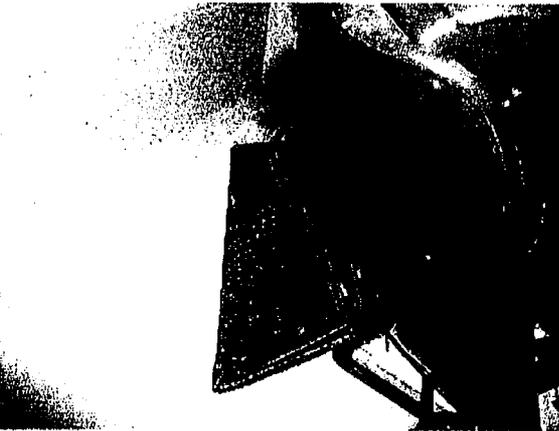
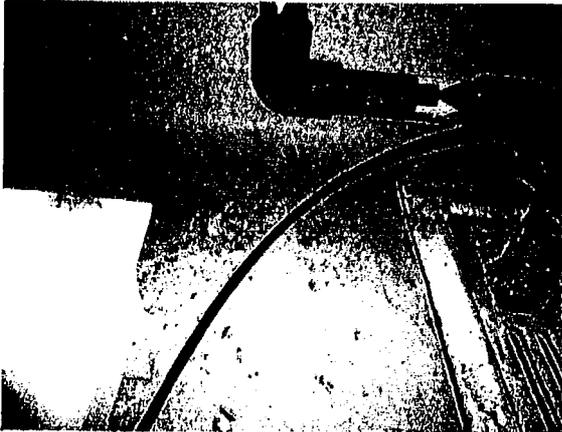
These photos depict multiple dialysis equipment, units, and chemicals stored in this area, all of which were covered in dust and debris. There was also soiled cleaning supplies noted, to include mop buckets with dirty water and wet mops with signs and odors of mildew. These examples are depicted in the photos below.

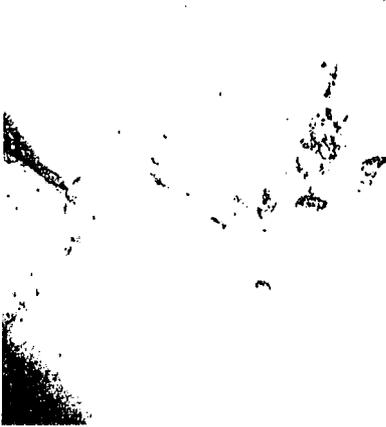




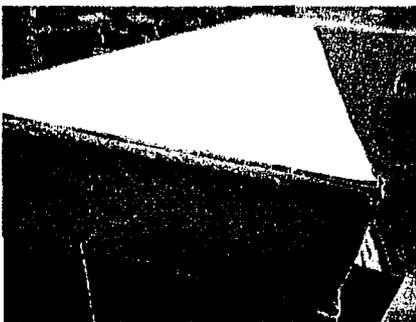
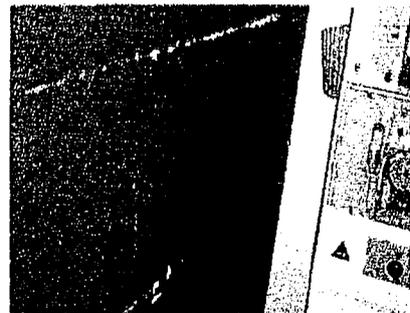
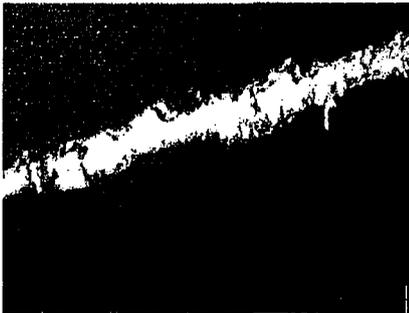
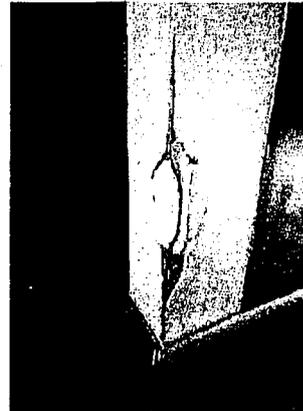
The photos below catalog the condition of the Water Treatment Room in dialysis. This is the room where water is treated and purified with a system of osmosis to ensure sanitization and purification. This room was heavily soiled and covered in chemicals, dirt, debris, dust, rust, and insect carcasses. This room also had soiled cleaning supplies noted to include mop buckets with dirty water and wet mops with signs of mildew. There was excessive clutter and waste observed. These examples are depicted in the photos below.







These photos catalog some examples of the extensive physical plant damage of the dialysis area. The damage was both recent and old. This type of condition prevents effective sanitization and contributes to an environment that replicates germs and bacteria.





This photo captures a chemical residue build up that is leaching out of the tank that purifies the water for the dialysis treatment. The chemical build up had leaked onto the floor and surrounding plumbing. We brought to the attention of the contracted personnel who agreed this was not appropriate and that it could pose a problem with regard to the integrity of the system, its solution and surrounding area. We inspected the item several days later and it had been cleaned up and repaired.



### **INACCESSIBLE PROCEDURE**

CHCF Environmental Services had no procedure for Inaccessibility. In my discussion with the CS III, I learned this is ongoing and frequent occurrence both in office areas, specialty areas, and patient rooms.

### **CHCF COMPARISON WITH THE HFM MODEL**

The CALPIA HFM program has an Inaccessible Procedure HFM-P019. This procedure provides describes the process by which the CALPIA HFM staff will handle denied access to healthcare areas. This include notifications, documentation, and elevation to QMC, CAPs and troubleshooting measures.

### **SAFETY AND SECURITY ISSUES**

During our review of CHCF we noted several safety and security issues. Due to the serious nature of the issues we ensured they were elevated to the appointing authorities for their information and disposition as deemed appropriate. An opportunity was provided to discuss and review the photos which depict the areas or issues of concern. These were reviewed during our exit presentation and included the following subject matter:

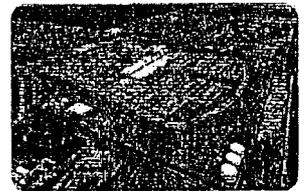
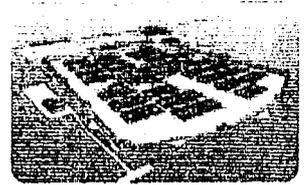
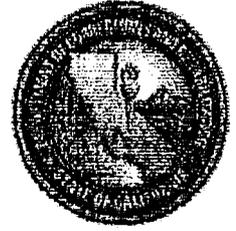
- Tool Control
- Vermin and Insect Control
- Sanitation and Cleanliness
- Dialysis Unit Condition and related Health and Safety issues
- Ice Machines Maintenance
- Chemical control and use

### **CONCLUSION**

In conclusion, our executive review clearly highlights significant concerns regarding the deficient staffing for CHCF and DSH and the related sanitation and cleanliness issues. The current condition of this facility is not in keeping with Title 22 standard or the Environmental Services procedures for either CHCF or DSH. The condition of the facility as cataloged in this report place staff and inmate-patients alike in at serious risk for health and safety related issues. Uncorrected, these conditions may jeopardize licensure of the facility. It is my recommendation that immediate resources be allocated to fill the gap in custodian personnel resources for Environmental Services for both CHCF and DSH. These resources would be a stop gap method of mitigating the current conditions and risks by taking a proactive role in their resolution pending the outcome of the budgetary process for the BCP. If you have questions or would like to discuss our findings and the intended course of action, please contact Gary Swarhout at 916-985-4309.

# California Healthcare Facility, Stockton (CHCF)

## Healthcare Facility Maintenance Services Proposal Interim/ Short Term Solution



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California Department of Corrections  
and Rehabilitation  
Gary C. Swarhout – Project Director  
HSCHQ, Field Operations  
Corrections Services

September 11, 2015

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## Transition

PRIDE has developed a transition plan that allows us to establish our leadership team, implement our mission component and make a significant impact at the CDCR Stockton Healthcare Facility in cleanliness and regulatory compliance 60 days from receiving approval to proceed. This plan consists of two phases and allows for a controlled transition of services including recruitment, background screening, training, adjustments and ongoing communication as PRIDE partners with the CDCR to restore this facility. PRIDE remains flexible to adjust elements of this plan to ensure a successful transition.

### PHASE 1 – OVERVIEW - 60 DAYS

This phase of the transition will commence once PRIDE and CDCR have agreed to terms and funding has been established. During this phase, our Transition Manager will work with PRIDE's Corporate resources to establish the infrastructure, tools, leadership team and frontline personnel required to service Yards C & D. The daily service will begin for these areas service areas at the sixty day mark and will include the 123 positions as outlined below.

Positions	Total	Direct	Indirect
<b>Phase 1</b>			
ES Director	1		1
ES Assistant Director	1		1
Administrative Coordinator	1		1
Safety/Security Manager	1		1
Training/Quality Control Manager	1		1
ES Shift Supervisors (Shift 1, Shift 2, and Shift 3)	6		6
FSS Shift 1 – Dialysis & SEMS	1	1	0
FSS Shift 2 – Dialysis & SEMS	2	1	1
Yard C – Shift 1 ES Technicians & ES Floor Supervisors	22	18	4
Yard C – Shift 2 ES Technicians & ES Floor Supervisors	22	18	4
Yard D - Shift 1 ES Technicians & ES Floor Supervisors	23	18	5
Yard D - Shift 2 ES Technicians & ES Floor Supervisors	23	18	5
Floors Team Shift 3	9	8	1
ES Technician Team Shift 3	3	3	
ES Technicians - Shift 1 and Shift 2	7	7	
<b>Phase 1 Totals</b>	<b>123</b>	<b>92</b>	<b>31</b>

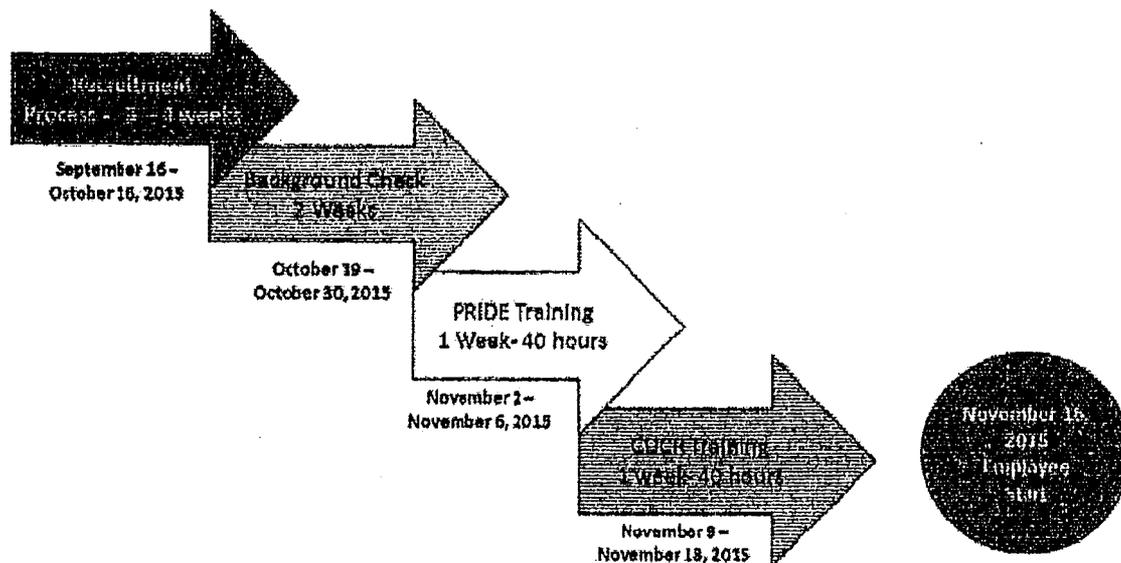
Incumbent employees working for Lincoln Training Center will be offered employment by PRIDE Industries as part of our transition of services. Restoration of these facilities will be performed in accordance with specification below for Phase 1 facilities. This approach will ensure the facilities are maintained at a high level once they have been restored.

### Staffing and Hiring Timeline

PRIDE is committed to the providing Phase 1 of this agreement (60 days) of being awarded this business. In order to provide a safe and effective solution, this is the minimum time required to implement compliant Environmental Services for this facility.

In the first four weeks, PRIDE will be focused on recruitment, interviews and pre-screening of potential candidates. Once selected, each employee will also undergo 4 weeks of required background checks and training. Please see the graphic on the following page.

PRIDE remains flexible for Phase 2 of this transition to implement services quicker as employees clear the background process and completed the required training.



**PHASE 2 – OVERVIEW - 45 DAYS**

At approximately 45 days sooner after the success implementation of Yards C and D, PRIDE will assume daily service of Yards A and B as well as the restoration of these service areas. The table below provides an overview of the personnel required in the second phase of the transition as well as a timeline for the implementation of our mission component.

Positions	Total	Direct	Indirect
<b>Phase 2</b>			
Yard A – Shift 1 ES Technicians & ES Floor Supervisors	8	6	2
Yard A – Shift 2 ES Technicians & ES Floor Supervisors	8	6	2
Yard B* – Shift 1 ES Technicians & ES Floor Supervisors	14	11	3
Yard B – Shift 2 ES Technicians & ES Floor Supervisors	30	24	6
<b>Phase 2 Totals</b>	<b>60</b>	<b>47</b>	<b>13</b>

**\*Reflects the removal of 16 employees in Yard B**

PRIDE has removed 16 positions from our operational staffing plan in the following table. These positions had been designated to service B301-B304 which represents 15 personnel. We have also identified one additional position in B305 to account for 16 total employees. CCCHS would be responsible for all the cleaning in B301-B304 however, PRIDE would still provide restorative floor care for these facilities with our third shift utility team. The position identified in B305 would need to work in conjunction with PRIDE in servicing this building.

#	Facility	Position Eliminated	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Weekly Totals
1	B301, B302	ES Floor Supervisor	8	8	8	8	x	x	8	40.00
2	B301, B302, B303, B304	ES Floor Supervisor	x	x	8	8	8	8	x	32.00
3	B301	ES Technician	8	8	x	x	8	8	8	40.00
4	B301	ES Technician	8	8	8	8	x	x	8	40.00
5	B301	ES Technician	x	x	8	8	8	8	x	32.00
6	B302	ES Technician	8	8	x	x	8	8	8	40.00
7	B302	ES Technician	8	8	8	8	x	x	8	40.00
8	B302	ES Technician	x	x	8	8	8	8	x	32.00
9	B303, B304	ES Floor Supervisor	8	8	x	x	8	8	8	40.00
10	B303	ES Technician	8	8	x	x	8	8	8	40.00
11	B303	ES Technician	8	8	8	8	x	x	8	40.00
12	B303	ES Technician	x	x	8	8	8	8	x	32.00
13	B304	ES Technician	8	8	x	x	8	8	8	40.00
14	B304	ES Technician	8	8	8	8	x	x	8	40.00
15	B304	ES Technician	x	x	8	8	8	8	x	32.00
16	B305	ES Technician	8	8	x	x	8	8	8	40.00

**MISSION PHASE IN**

PRIDE has reviewed our current applicant pool for the Stockton region and made contact with referring agencies in development of our mission phase-in plan.

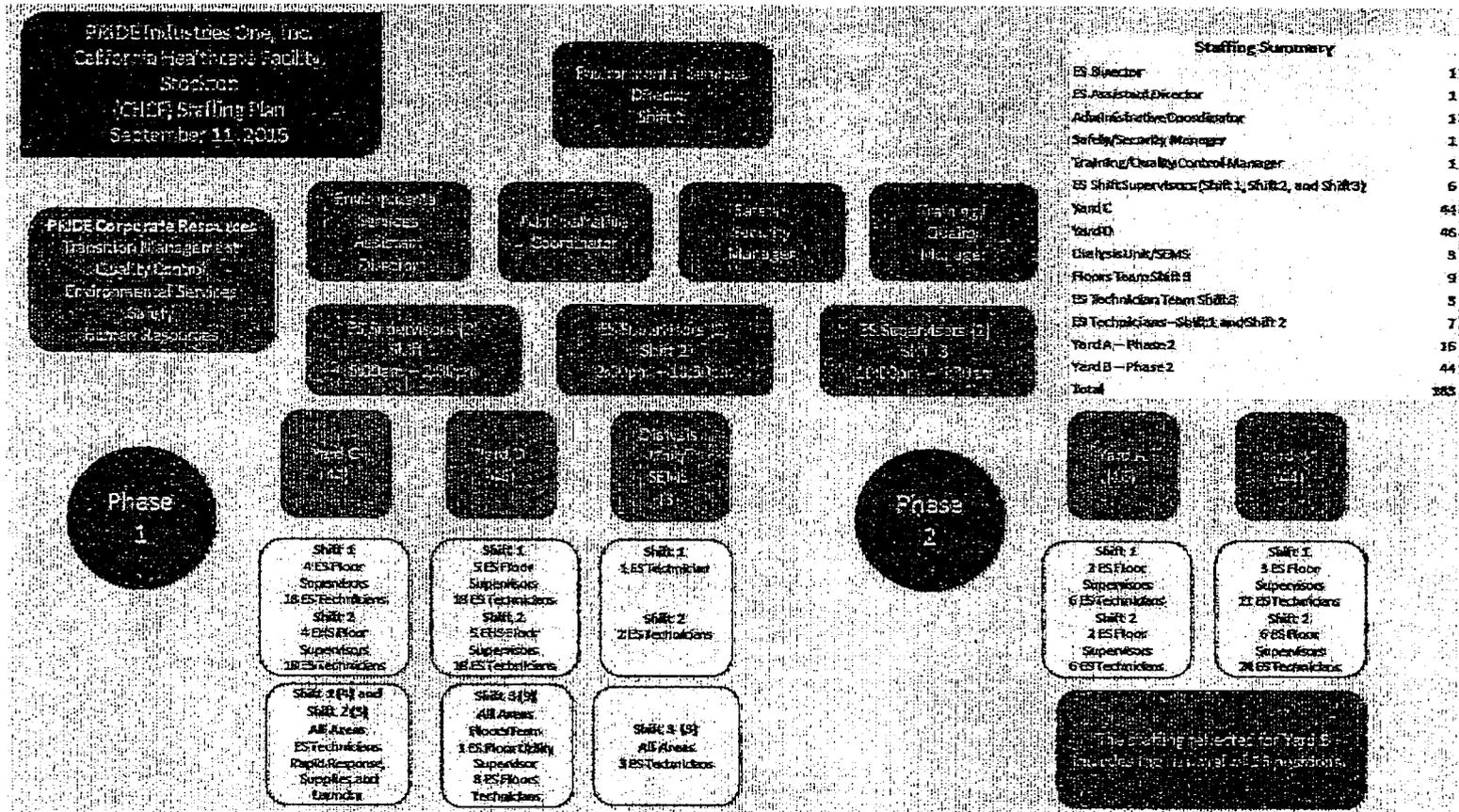
Upon successful completion of Phase 1 and Phase 2 of the transition, PRIDE has established a goal of 47% of direct labor being performed by people with disabilities. Through attrition, PRIDE will progress to 61% at the 1 year anniversary and meet the minimum of 75% mission for direct labor at the 18<sup>th</sup> month mark as outlined below.

<b>Mission Phase In</b>	<b>Phase 1 60 days</b>	<b>Phase 2 45 days 105 days</b>	<b>TOTAL</b>	<b>1 year</b>	<b>18 month</b>
Non-Disabled Employees	83	35	118	98	78
Disabled Employees*	40	25	65	85	105
<b>Headcount Totals</b>	<b>123</b>	<b>60</b>	<b>183</b>	<b>183</b>	<b>183</b>
<i>Mission Goal % of Direct Labor</i>	<i>29%</i>	<i>18%</i>	<i>47%</i>	<i>61%</i>	<i>75.5%</i>

\*Numbers reflect the removal of 16 employees in Yard B

PRIDE codes all employees as either direct or indirect labor and disabled or non-disabled at the point of hire. With these categories established, PRIDE always has real-time data available and can run reports to verify our mission percentage at any time.

Proposal Response for CDCR Healthcare Facilities Maintenance Services  
Interim/Short Term Proposal



## **Mission**

### **INCUMBENT STAFFING**

We understand that Lincoln Training Center has 11 employees working on a temporary basis at this location. PRIDE intends to work with Lincoln Training Center to transition employment of these individuals to PRIDE.

### **PRIDE'S MISSION IN ACTION**

Where disability impedes employment, we champion the unemployed. People with disabilities and other barriers to employment count on us to provide employment opportunities, training, and ongoing support to achieve workplace success. Through a wide spectrum of services, we help people overcome employment obstacles and enable them to lead productive, independent lives as contributing members of their communities.

PRIDE has active vendorization with both the California Department of Rehabilitation and the Valley Mountain Regional Center in the Stockton and Modesto areas. These agencies provide a referral source for individuals with disabilities seeking employment and provide funding for placement and job supports. We currently have an Employment Services office based in Modesto that has had great success in placing individuals into competitive, integrated employment. PRIDE also has a long history of working successfully with the Veterans Administration to place disabled veterans in competitive employment.

PRIDE Industries provides person-centered assistance to help individuals with disabilities overcome obstacles to employment and deliver value to our customers. Through an extensive screening process, including a complete work history and skills evaluation, PRIDE prepares and places individuals in jobs best suited to their abilities.

**Job developers**, job coaches and assessment specialists work closely with employees and our management staff to identify areas of need and carefully match qualified workers to appropriate job opportunities.

In partnership with the California Department of Rehabilitation, PRIDE corroborates with case management, vocational evaluation, job exploration, external situational assessment, and personal, vocational, and social adjustment. We provides services that include assessment, case management, on-the-job training, safety awareness, job specific instruction, and employment preparation.

PRIDE Industries provides assistance to help develop and maintain productive employees. Our goal is to enable businesses to create a reliable workforce that adds value, while creating good jobs for people with disabilities.

## RESTORATIVE CLEANING

### HOW WILL PRIDE TO BRING THE FACILITY UP TO STANDARDS?

PRIDE will perform the following services in accordance housekeeping protocols and industry regulations. Areas of service include common areas, restrooms, showers, pass through areas, break areas, admin areas, patient treatment areas, patient rooms and stations. This service does not include the cleaning of exterior building surfaces or walkway areas. Areas will be cleaned from the top down and disinfected according to standards.

- Cement & Waxable Flooring – Strip, Scrub and re-coat with a durable non-slip floor finish
- No Wax Floor Surfaces – Machine scrub, vacuum, rinse and approved disinfectant
- Wall and door surfaces – Wet clean to remove visible soiling and marks and disinfect with microfiber pads/cloths
- Horizontal surfaces and touch points – Wet clean and disinfect with microfiber pads/cloths
- High dust/Cobweb removal – Utilizing extension poles and ladders as appropriate will remove all visible soil and cobwebs from surfaces to include outdoor sitting areas accessible from inside Ward buildings
- Furniture- Vacuum, wet wipe and disinfect all surfaces using microfiber cloths, multipurpose cleaner and approved disinfectant
- Light Fixtures – Remove debris from covers where accessible and wipe down casing
- Restrooms/Showers – Will be machined, scrubbed, vacuumed and disinfected using approved cleaners
- Interior Safety Glass – Will be cleaned using approved cleaner and microfiber pads

**COSTING OF SERVICES**

Final pricing for Yards A, B, C, D, and Dialysis Unit/SEMS

<b>CDCR - California Healthcare Facility, Stockton, CA</b>		
<b>Area</b>	<b>Monthly</b>	<b>9 Month Total</b>
<b>Yard A</b>	\$ 98,852.01	\$ 889,668.12
<b>Yard B (Minus 16 Positions)</b>	\$ 300,952.71	\$ 2,708,574.38
<b>Yard C</b>	\$ 274,897.23	\$ 2,474,075.10
<b>Yard D</b>	\$ 284,229.76	\$ 2,558,067.80
<b>Dialysis / SEMS</b>	\$ 19,113.53	\$ 172,021.77
<b>PRIDE Clean Chemical Option</b>	\$ 7,462.89	\$ 67,166.03
<b>Total with PRIDE Clean</b>	<b>\$ 985,508.13</b>	<b>\$ 8,869,573.20</b>
<b>Total without PRIDE Clean</b>	<b>\$ 978,045.24</b>	<b>\$ 8,802,407.17</b>

PRIDE remains open to taking on additional facilities or areas as appropriate.

**BASE PRICING NOTES**

**Yard B**

The pricing above takes into account the removal of 16 positions to be filled by Civil Service employees, representing savings/reduction of \$653,127.19.

These positions have been identified on Page 5 of this proposal.

**RESTORATION COSTS**

In the following tables, we have listed the costs to perform restorative services in accordance with the specifications outlined in this document. Service will be coordinated with CDCR or facility staff as appropriate and billable upon completion upon completion.

<b>Floor Care Restoration</b>				
<b>Areas</b>	<b>Labor Hours</b>	<b>Labor \$</b>	<b>Materials</b>	<b>Total Cost</b>
Yard A	316	\$ 11,056.40	\$ 6,181.76	\$ 17,238.16
Yard B	842	\$ 29,484.00	\$ 11,793.60	\$ 41,277.60
Yard C	588	\$ 20,593.50	\$ 8,237.40	\$ 28,830.90
Yard D	737	\$ 25,798.50	\$ 10,319.40	\$ 36,117.90
FSS	1,056	\$ 36,970.73	\$ 12,675.68	\$ 49,646.41
Yard E/Clinic	67	\$ 2,333.33	\$ 800.00	\$ 3,133.33
Visitor's Center	167	\$ 5,833.33	\$ 2,000.00	\$ 7,833.33
<b>Totals</b>	<b>3,773</b>	<b>\$ 86,932.40</b>	<b>\$ 52,007.84</b>	<b>\$ 184,077.64</b>

<b>Housekeeping Restoration</b>				
<b>Areas</b>	<b>Labor Hours</b>	<b>Labor \$</b>	<b>Materials</b>	<b>Total Cost</b>
Yard A	200	\$ 5,644.00	\$ 1,000.00	\$ 6,644.00
Yard B	640	\$ 18,060.80	\$ 3,200.00	\$ 21,260.80
Yard C	520	\$ 14,674.40	\$ 2,600.00	\$ 17,274.40
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<b>Totals</b>	<b>3,600</b>	<b>\$ 101,592.00</b>	<b>\$ 18,000.00</b>	<b>\$ 119,592.00</b>

## PHASE OUT COSTS

PRIDE and CDCR acknowledge there are costs associated with a short term agreement of 9 months and not having the opportunity to enter into a long term at the end of this period.

PRIDE Phase Out Costs include unemployment costs, lease buy-out, returning leased facility to original configuration, capital depreciation costs, move-out costs and projected phase-out costs.

These financial liabilities have been included in the pricing presented in this document. PRIDE is willing to offer two options for payment. PRIDE has estimated these costs at a combined total of \$416,277.

### Option # 1

PRIDE will invoice 1/9<sup>th</sup> of these phase out costs each month which is included in the base billing amounts.

### Option # 2

Full payment of phase out costs at the end of the 9 month agreement unless a subsequent agreement is reached for a three year term. Then these costs could be amortized over a three year agreement should an agreement be reached to continue service.

PRIDE remains open to negotiation of these costs.

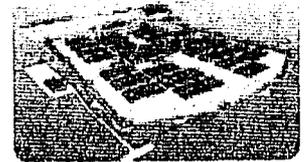
## AGREEMENT STIPULATIONS

PRIDE makes the following stipulations as part of our agreement.

- PRIDE will indemnify CDCR under our insurance for any damages in lieu of a \$1,000,000 Fidelity Bond.
- PRIDE would enter in to a fixed cost agreement billable monthly at the agreed rates, not billable by the hour.
- PRIDE requests at least 1 office space to include utilities, phone and DSL service.

# California Healthcare Facility, Stockton (CHCF)

## Healthcare Facility Maintenance Services Proposal Long Term Solution



**PRIDE**  
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Roseville, CA 95747  
[www.prideindustries.com](http://www.prideindustries.com)

California Department of Corrections  
and Rehabilitation  
Gary C. Swarhout – Project Director  
HSCHQ, Field Operations  
Corrections Services

September 11, 2015

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**Transition**

PRIDE has developed a transition plan that allows us to establish our leadership team, implement our mission component and make a significant impact at the CDCR Stockton Healthcare Facility in cleanliness and regulatory compliance 60 days from receiving approval to proceed. This plan consists of two phases and allows for a controlled transition of services including recruitment, background screening, training, adjustments and ongoing communication as PRIDE partners with the CDCR to restore this facility. PRIDE remains flexible to adjust elements of this plan to ensure a successful transition.

**PHASE 1 - OVERVIEW - 60 DAYS**

This phase of the transition will commence once PRIDE and CDCR have agreed to terms and funding has been established. During this phase, our Transition Manager will work with PRIDE's Corporate resources to establish the infrastructure, tools, leadership team and frontline personnel required to service Yards C & D. The daily service will begin for these areas service areas at the sixty day mark and will include the 120 positions as outlined below.

<b>Positions</b>	<b>Total</b>	<b>Direct</b>	<b>Indirect</b>
<b>Phase 1</b>			
ES Director	1		1
ES Assistant Director	1		1
Administrative Coordinator	1		1
Safety/Security Manager	1		1
Training/Quality Control Manager	1		1
ES Shift Supervisors (Shift 1, Shift 2, and Shift 3)	6		6
FSS Shift 1 – Dialysis & SEMS	1	1	0
FSS Shift 2 – Dialysis & SEMS	2	1	1
Yard C – Shift 1 ES Technicians & ES Floor Supervisors	22	18	4
Yard C – Shift 2 ES Technicians & ES Floor Supervisors	22	18	4
Yard D - Shift 1 ES Technicians & ES Floor Supervisors	23	18	5
Yard D - Shift 2 ES Technicians & ES Floor Supervisors	23	18	5
Floors Team Shift 3	9	8	1
ES Technician Team Shift 3	3	3	
ES Technicians - Shift 1 and Shift 2	7	7	
<b>Phase 1 Totals</b>	<b>123</b>	<b>92</b>	<b>31</b>

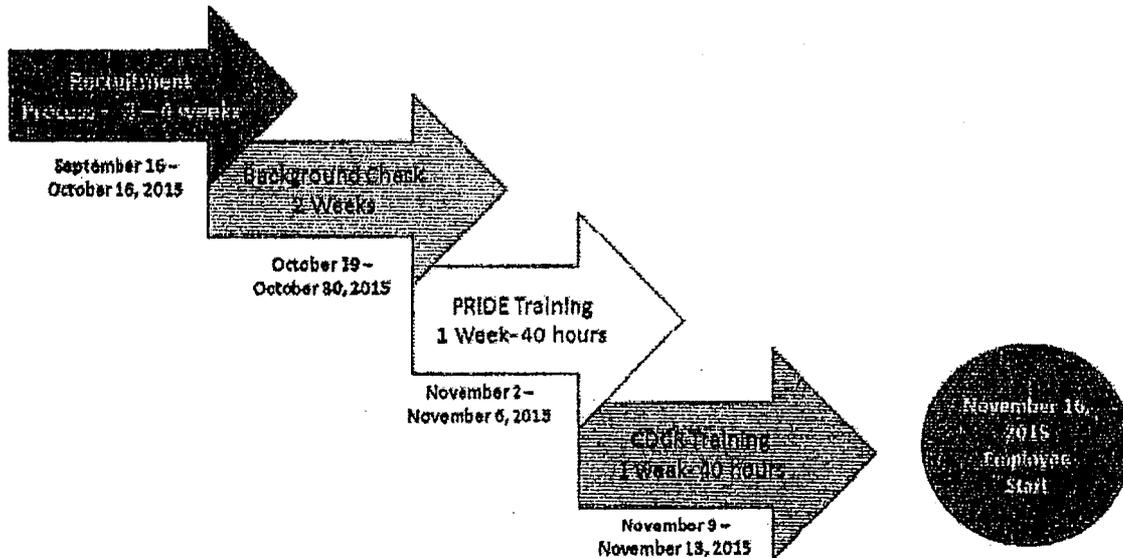
Incumbent employees working for Lincoln Training Center will be offered employment by PRIDE Industries as part of our transition of services. Restoration of these facilities will be performed in accordance with specification below for Phase 1 facilities. This approach will ensure the facilities are maintained at a high level once they have been restored.

### Staffing and Hiring Timeline

PRIDE is committed to the providing Phase 1 of this agreement within (60 days) of being awarded this business. In order to provide a safe and effective solution, this is the minimum time required to implement compliant Environmental Services for this facility.

In the first four weeks, PRIDE will be focused on recruitment, interviews and pre-screening of potential candidates. Once selected, each employee will also undergo 4 weeks days of required background checks and training. Please see the graphic on the following page.

PRIDE remains flexible for Phase 2 of this transition to implement services quicker as employees clear the background process and completed the required training.



At approximately 45 days or sooner after the success implementation of Yards C and D, PRIDE will assume daily service of Yards A and B as well as the restoration of these service areas. The table below provides an overview of the personnel required in the second phase of the transition as well as a timeline for the implementation of our mission component.

Positions	Total	Direct	Indirect
<b>Phase 2</b>			
Yard A – Shift 1 ES Technicians & ES Floor Supervisors	8	6	2
Yard A – Shift 2 ES Technicians & ES Floor Supervisors	8	6	2
Yard B* – Shift 1 ES Technicians & ES Floor Supervisors	14	11	3
Yard B – Shift 2 ES Technicians & ES Floor Supervisors	30	24	6
<b>Phase 2 Totals</b>	<b>60</b>	<b>47</b>	<b>13</b>

**\*Reflects the removal of 16 employees in Yard B**

PRIDE has removed 16 positions from our operational staffing plan in the following table. These positions had been designated to service B301-B304 which represents 15 personnel. We have also identified one additional position in B305 to account for 16 total employees. CCCHS would be responsible for all the cleaning in B301-B304 however, PRIDE would still provide restorative floor care for these facilities with our third shift utility team. The position identified in B305 would need to work in conjunction with PRIDE in servicing this building.

#	Facility	Position Eliminated	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Weekly Totals
1	B301, B302	ES Floor Supervisor	8	8	8	8	x	x	8	40.00
2	B301, B302, B303, B304	ES Floor Supervisor	x	x	8	8	8	8	x	32.00
3	B301	ES Technician	8	8	x	x	8	8	8	40.00
4	B301	ES Technician	8	8	8	8	x	x	8	40.00
5	B301	ES Technician	x	x	8	8	8	8	x	32.00
6	B302	ES Technician	8	8	x	x	8	8	8	40.00
7	B302	ES Technician	8	8	8	8	x	x	8	40.00
8	B302	ES Technician	x	x	8	8	8	8	x	32.00
9	B303, B304	ES Floor Supervisor	8	8	x	x	8	8	8	40.00
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**MISSION PHASE IN**

PRIDE has reviewed our current applicant pool for the Stockton region and made contact with referring agencies in development of our mission phase-in plan.

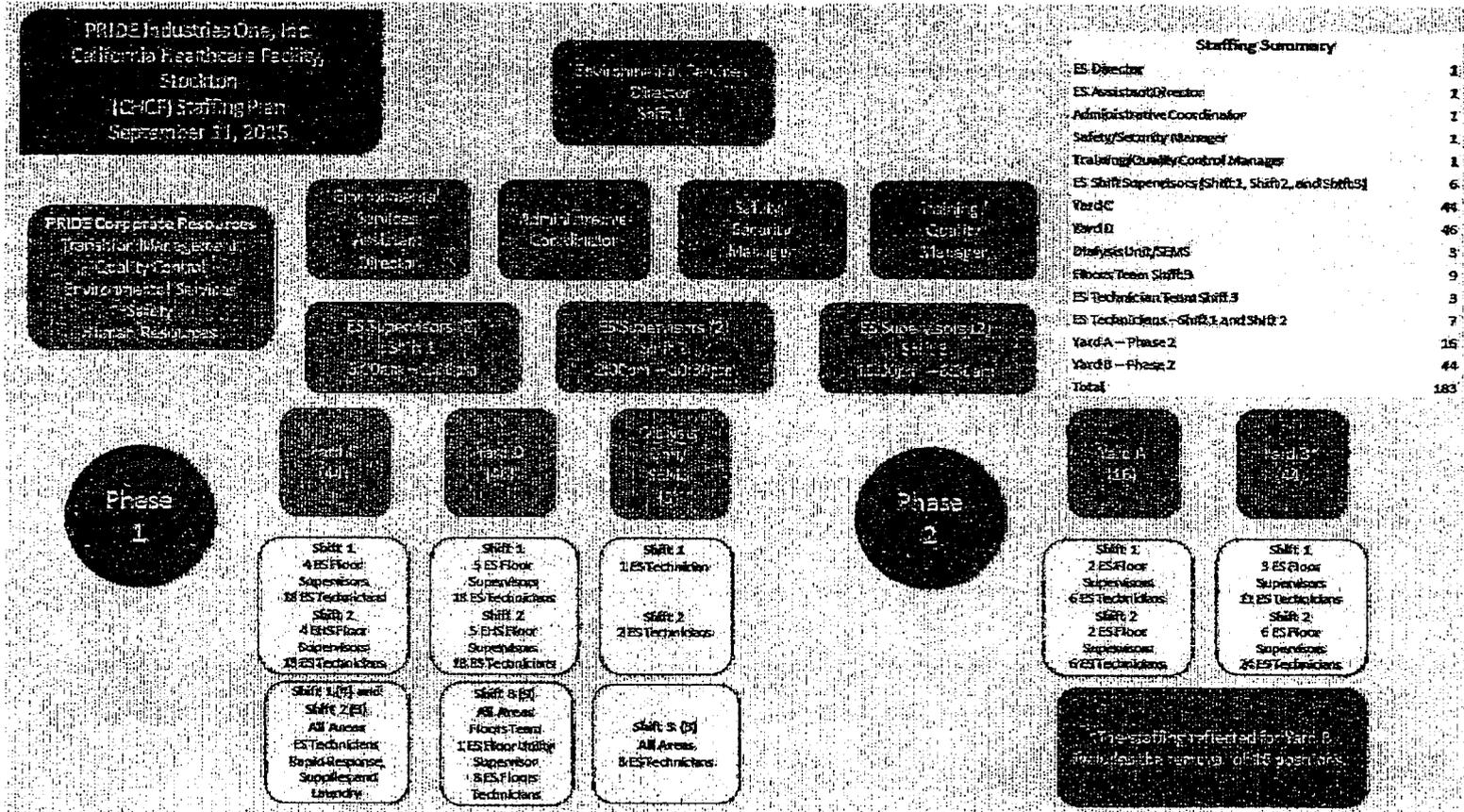
Upon successful completion of Phase 1 and Phase 2 of the transition, PRIDE has established a goal of 47% of direct labor being performed by people with disabilities. Through attrition, PRIDE will progress to 61% at the 1 year anniversary and meet the minimum of 75% mission for direct labor at the 18<sup>th</sup> month mark as outlined below.

<b>Mission Phase In</b>	<b>Phase 1 60 days</b>	<b>Phase 2 (45 days) 105 days</b>	<b>TOTAL</b>	<b>1 year</b>	<b>18 month</b>
Non-Disabled Employees	83	35	118	98	78
Disabled Employees*	40	25	65	85	105
<b>Headcount Totals</b>	<b>123</b>	<b>60</b>	<b>183</b>	<b>183</b>	<b>183</b>
<i>Mission Goal % of Direct Labor</i>	<i>29%</i>	<i>18%</i>	<i>47%</i>	<i>61%</i>	<i>75.5%</i>

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Proposal Response for CDCR Healthcare Facilities Maintenance Services  
 Long Term Solution



## **Mission**

### **INCUMBENT STAFFING**

We understand that Lincoln Training Center has 11 employees working on a temporary basis at this location. PRIDE intends to work with Lincoln Training Center to transition employment of these individuals to PRIDE.

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## RESTORATIVE CLEANING

### HOW WILL PRIDE TO BRING THE FACILITY UP TO STANDARDS?

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**COSTING OF SERVICES**

Final pricing for Yards A, B, C, D, and Dialysis Unit/SEMS

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<b>Area</b>	<b>Monthly</b>	<b>Annual</b>
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PRIDE remains open to taking on additional facilities or areas as appropriate.

**BASE PRICING NOTES**

**Yard B**

The pricing above takes into account the removal of 16 positions to be filled by Civil Service employees, representing savings/reduction of \$870,836.26.

These positions have been identified on Page 5 of this proposal.

**RESTORATION COSTS**

In the following tables, we have listed the costs to perform restorative services in accordance with the specifications outlined in this document. Service will be coordinated with CDCR or facility staff as appropriate and billable upon completion upon completion.

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<b>Housekeeping Restoration</b>				
<b>Areas</b>	<b>Labor Hours</b>	<b>Labor \$</b>	<b>Materials</b>	<b>Total Cost</b>
Yard A	200	\$ 5,644.00	\$ 1,000.00	\$ 6,644.00
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# California Healthcare Facility, Stockton (CHCF)

## Healthcare Facility Maintenance Services Proposal



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California Department of Corrections  
and Rehabilitation  
Gary C. Swarhout – Project Director  
HSCHQ, Field Operations  
Corrections Services

August 18, 2015

Thank you for the opportunity to submit our proposal for Healthcare Facility Maintenance Services for the CDCR for the California Healthcare Facility, Stockton (CHCF). We understand the unique challenges surrounding providing a regulatory compliant aseptic cleaning program in a highly secure environment and are committed to partnering with your team. We are confident that our solution will make an immediate impact in the level of cleanliness and provide the structure needed for effective communication, training, process and quality control.

### **Our Experience**

PRIDE is a proven service provider with over 33 years of experience in the industry and currently maintaining over 22 million square feet of cleanable space. Our leadership team assigned with developing the solution for this project has over seventy (70) years managing contracts in hospital environments including in high security environments.

Some of the services that demonstrate our capabilities as it relates to this opportunity include:

- **Aseptic cleaning** for 300,000 square feet of clinical, therapy, lab, emergency service centers at over 30 locations for the County of Ventura.
- **Housekeeping services, clinical cleaning and restorative cleaning** for the residential units at the high security facility of County of Sonoma Juvenile Justice Center.
- **Housekeeping services, restorative cleaning** for the residential units at the high security facilities of County of Santa Clara Juvenile Jail and Probation Camps.
- For our County of Los Angeles, Internal Service District customer, PRIDE has responded to excursions events and performed **Aseptic, terminal style cleaning** for over 600K square feet of high security residential environments in the past year including Camp Challenger, Camp Munz and Camp Miller. We also provide **Decontamination services** for the holding cells at County of Los Angeles Courthouse facilities on a daily basis.
- Working with the State of California PRIDE provided **Aseptic cleaning** for over 549,000 square feet of space at Agnews State Mental Hospital over the course of two years as it warmed down. This service included the acute care residential units, procedure rooms, and dental areas.

## **PRIDE Approach & Quality Control**

PRIDE's approach to providing a solution for the California Healthcare Facility, Stockton is anchored in our CIMS-GB with Honors approach to Quality Control, Service Delivery, Management, Human Resources, Health/Safety/Environmental Stewardship and Management commitment. PRIDE was audited by a third party as part of this program and received ISSA's highest recognition as CIMS-GB with Honors. PRIDE is an industry leader, with this certification, and the independent assessment validates our documented systems and procedures.

The certification speaks of our understanding and benefits of a process driven environment and to the resources the PRIDE team brings to every project. PRIDE's Healthcare Environmental Cleaning Procedure Manual is CIMS-GB compliant and will be updated to reflect the specific regulations and protocols of this unique environment. Our PRIDEClean® process has been validated utilizing ATP testing. This gives our team and our customers' confidence of its effectiveness at the unseen level.

## **Recruitment & Retention**

We understand that all personnel are subject to the strict background requirements as part of this opportunity. PRIDE brings extensive experience working in highly secure government facilities. PRIDE has a corporate recruiting team along with built in administrative support required to ramp up and maintain the required workforce for this opportunity. We have demonstrated our ability to recruit and hire large numbers of people on numerous occasions including 150 employees in 30 days as part our contract with the County of Los Angeles in 2014.

As part of our solution, PRIDE will be paying wages along with benefits that exceed the Prevailing Wages for our front-line employees and supervision. The Executive Housekeeper, Assistant Executive Housekeeper and management personnel will be paid a highly competitive salary. Our team will hold IEHA Certification for Hospital Housekeeping.

PRIDE will be opening an office in Stockton where we have a dedicated team, working in the local community with other non-profit organizations. Our team of recruiters, including a Veteran's Liaison, will allow PRIDE to find the qualified staff to meet the contract needs. We also will have our Training and Quality Control Managers based at this location.

## **Training**

PRIDE recognizes the training of staff is one of the most critical elements to being successful in this type of environment. PRIDE is a vocational training program. We are confident our approach to this component will produce Certified Housekeepers that work safely, follow protocols and provide effective contamination control. As part of our solution, we are establishing an off-site training

facility in close proximity that mimics the actual cleaning areas found at the CHCF. Using this facility, our **dedicated Training Manager** will train personnel on aseptic cleaning protocols, security protocols, regulations and safety to ensure that they are prepared to work in the environment before they ever step foot in the facility. This is an approach that has been completed on two separate occasions as part of a solution for the Department of Defense Hospital Housekeeping contracts yielding exceptional results.

### **Process Control & Documentation**

In reviewing the Healthcare Facilities Maintenance procedures for this facility, we find that the procedures and standards are in-line with PRIDE's Healthcare Environmental Cleaning Manual (HEC) and overall approach with reporting, documentation of the service provided, inventories and materials used. In fact, PRIDE's HEC exceeds these requirements. PRIDE Housekeeping employees will receive extensive training on the PIA's Policies & Procedures as well as the PRIDEClean and process. In the staffing model we have developed, there is Housekeeping Lead for every two wards that will coordinate with PRIDE Housekeepers and communicate with hospital staff and security personnel on a daily basis. The Lead Housekeepers will also be responsible for initiating reports and perform in-process quality control at the point of service delivery.

### **Environmental Stewardship**

As part of PRIDE's Green Cleaning Policy and CIMS-Green Business approach, we consider the environmental impact in the selection of our tools, materials, equipment as well as our processes. PRIDEClean takes advantage of microfiber technology and the pre-saturation of cleaning cloths and flat mops thereby reducing chemical consumption and water usage on a daily basis. We have estimated that **this would save over 400,000 gallons of water** over the course of a year compared to conventional cleaning methods. PRIDE also utilizes "Boost" technology to restore coated surfaces such as Cement and VCT. This technique allows PRIDE to remove soiled floor finish without the need for stripping solutions eliminating VOC's and time needed to restore the surface. This process also **saves water up to 5 gallons for every 1,000 square of space which would save another 15,000 gallons of water** on this project.

### **PRIDE's Resources**

PRIDE's team includes two industry experts who will play a key role in development and implementation process as part of this opportunity.

**Ace Burt, Healthcare Facilities Maintenance Services Expert** - Mr. Burt has over 30 years of experience in Facility Services, including Hospitals and Healthcare Facilities Maintenance. He has served as President/CEO with several companies and worked with 15 Department of Defense Hospital contracts. He has provided direction, resources, oversight and support to implement actions to achieve **Best-In-Class Janitorial, Hospital Housekeeping, Quality Control and Facility Services.**

Ace's leadership and experience in developing strategic alliances and partnerships has allowed for optimization of resources to create successful service contracts across many lines of business. His extensive background in policies and procedures, training, customer relations, collaboration with both public and private agencies creates confidence that PRIDE has the expertise in management to provide services for the California Department of Corrections and Rehabilitation.

**Ronna DiGerlando, Transition Manager** - Ms. DiGerlando has over 20 years of experience as an Executive Housekeeper Director managing all environmental housekeeping and grounds maintenance activities at a major medical center and all outlying buildings and clinics. Ronna served at the David Grant Medical Center, a Joint Commission-accredited teaching hospital at Travis Air Force Base, in Fairfield, CA. She has been widely recognized for her superior leadership skills, training, safety record and staff's performance. As a Certified Executive Housekeeper (C.E.H.), Ms. DiGerlando is uniquely qualified to train all PRIDE management, supervisors and staff on procedures, chemicals and equipment under the CIMS-GB requirement. Ms. DiGerlando has managed custodial operations under the CIMS-GB standard since its inception.

PRIDE also will also be utilizing corporate resources for all aspects of a transition which allows our subject matter experts and operational team to focus on the service delivery. We have provided an overview of these resources in our response.

**PRIDE's solution offers:**

CIMS-GB with Honors certification	Dedicated Training Program
Competitive Wages	Strong Processes and Quality Control Documentation
Experienced Transition Management	Management Excellence and Expertise
PRIDEClean Chemicals and Process	

For clarifications and further information regarding this proposal response, please contact Tim Vanover, at (916) 417-4266. He can also receive email at [tvanover@prideindustries.com](mailto:tvanover@prideindustries.com).

We want to once again thank you for this opportunity to make a difference in your facility and in the surrounding community. We look forward to meeting with your team in the coming weeks to further discuss this partnership.

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## INTRODUCTION

PRIDE is recognized as a leader in the custodial industry and has both the depth and breadth of experience to successfully perform the proposed work. We have successfully provided high quality custodial services since 1982. PRIDE leadership remains engaged with our clients and in the communities where we provide service, while retaining active membership (and leadership) in well-known industry organizations.

Our company is one of approximately 160 worldwide to have the CIMS-GB (Cleaning Industry Management Standard – Green Building) certification, and we belong to an even smaller group of companies awarded *CIMS-GB with Honors*. Leveraging our best-in-industry practices, PRIDE personnel service over 100 Facility Management and Custodial Contracts of varying sizes and scopes. Both locally and nationwide, PRIDE provides services for very large custodial operations in environments with high foot traffic.

Our work includes:

- Dallas/Fort Worth International Airport (DFW) – Public Facilities Services
- Lambert – St. Louis International Airport (STL) Terminal Custom & B/C Connector Cleaning
- Sacramento International Airport (SMF) 24/7, Terminal B – Surge cleaning, Food Court and Specialty Artwork cleaning
- Fort Bliss, TX Base Operating Support 24/7 Facilities Maintenance, Surge capability for Large Army Base
- Western Currency Facility (Fort Worth), Operations & Maintenance Services
- County of Los Angeles Internal Service District Custodial Services – over 100 buildings across the County with over 4,000,000 square feet
- County of Placer – Libraries, Jail, and Juvenile Justice Center, and Administrative Offices
- Over 55 Active Commercial Custodial Contracts – in a variety of dynamic cleaning environments
- Over 41 Active Federal Contracts – dynamic cleaning & maintenance environments

Our company has substantial financial resources and is a stable solution for CDCR. While many in the industry have experienced financial challenges, PRIDE has continued to bring in substantial growth revenues with current topline revenue in excess of \$280 million (an increase of 9.4% from last year). Our company has a revolving line of credit with Wells Fargo Bank (WFB) of over \$85 million and has access to lending facilities in the form of leases and term notes through a variety of lenders to include GE Capital and regional banks. PRIDE's financial surplus, coupled with our available credit, puts our company in a particularly strong financial position for contract launch and fulfillment.

PRIDE has experience operating within environments with the Joint Commission certification, which includes but is not limited to the provision of hospital housekeeping and aseptic cleaning services. We performed these services at the Department of the Army's Fort Leonard Wood Hospital from 2003 to 2009. PRIDE contributed to the facility receiving an "unqualified" inspection report - the highest Joint Commission rating in the Army.

### **Fort Leonard Wood Hospital Housekeeping**

**Line of Business:** Hospital Housekeeping/Aseptic Custodial

PRIDE Industries provided all necessary labor, supervision, management support, transportation, equipment, and materials to provide hospital housekeeping required to curtail the spread of nosocomial infection and maintain sanitation standards. PRIDE was primarily responsible for providing employees and supervision for:

- Emergency Rooms (ER)
- Intensive Care Unit (ICU), including OB-GYN
- Operating Rooms (OR)

PRIDE also provided all of the necessary supervision, personnel, supplies and equipment required to perform all general hospital custodial services for all associated facilities, including employees, equipment and supplies. PRIDE utilized ISO 9001:2000 quality control processes which enabled project management staff to exceed PWS requirements on this contract. Additional hospital housekeeping services included but were not limited to:

- Patient Rooms, Birthing Rooms, Nurseries
- On Call Rooms, Patient Restrooms, Isolation Rooms
- Lobbies, Hallways/Stairwells and Lounges and Waiting Rooms
- Offices, Conference Rooms, and Lunchrooms
- Restrooms, Locker Rooms, and Elevators

PRIDE Industries also provided year-over-year cost analysis, performance reviews and reports, all quality control reviews and reports, and monitored employee performance to ensure compliance with all contract requirements. Ongoing training was provided to ensure compliance with all industry Best Practices. PRIDE Industries implemented its Contract Management System on the General Leonard Wood Army Hospital subcontract for Hospital Housekeeping in October of 2003. Since that time, the facility has not only received the highest JCAHO rating in the Army during the most recent inspection following the implementation but also received an "unqualified" inspection report – no corrections to be implemented.

**Contract Start Date and End Date:** 2003 - April 2009

**Approximate Value:** Subcontract to Teltara/Cherokee Nation of Oklahoma; \$192,000

PRIDE also provided services for the Kotzebue Health Center in Alaska.

### **Maniilaq Health Center**

**Line of Business:** Hospital Housekeeping, Environmental Services, Custodial, Laundry

PRIDE partnered with an 8A/Alaska Native Corporation, Maniilaq Services, LLC., in the performance of the Kotzebue Health Center contract in Kotzebue, Alaska, performing Custodial, Environmental, and Laundry Services in this JCAHO environment above the Arctic Circle. PRIDE Industries performed the Environmental Services / Hospital Housekeeping in the Maniilaq Health Center. PRIDE also performed custodial services at the Maniilaq Association Buildings to include the IT Building, EMS Office, Day Care Center, Old Courthouse Building and F.R. Ferguson Building.

The Maniilaq Health Center requirement included Environmental/Custodial Services in the outlying and remote clinics located in Deering, Point Hope, Ambler, Noorvik, Kobuk, Noatak, Shungnak, Selawik, Kiana, and Buckland.

PRIDE Industries performed Type I, II, III, VIII housekeeping services in various areas of the Hospital and Clinics to include all critical care areas including intensive care units, emergency rooms treatment areas, isolation rooms/wards and nursery area. Also included were the public restrooms, patient rooms/wards, sleep rooms, terminal discharge units, and the dining facility. All services required a 5 – 10 minute response time.

**Contract Start Date and End Date:** February – June 2009

**Approximate Value:** \$1.3 million

### **Agnews Developmental Center, CA**

**Line of Business:** PRIDE provided the following services in a Hospital Environment:

Custodial Services

Floor Care

Custodial Services in a Hospital Environment – (Building and Warm Down Services)

PRIDE performs custodial services for offices, break rooms, laundry, chapels restrooms, kitchen, exercise rooms, and dining rooms.

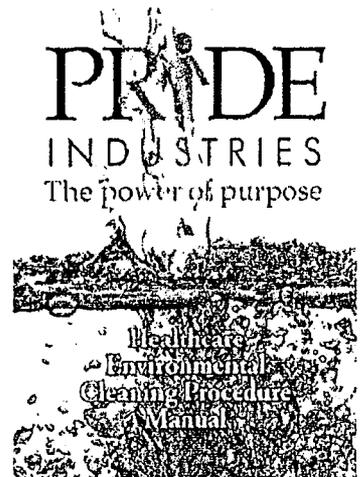
Square Footage: 549,616 square feet

PRIDE management understands the requirements of The Joint Commission compliance and tailors all work plans and schedules to meet or exceed the unique requirements of each facility. Medical facilities are complex worksites requiring highly trained workforces accustomed to operating in a secure and structured environment. This can be compounded by a highly visible public and customer relations component. PRIDE incorporates all Scope of Work specifications into a comprehensive management and training structure to meet these needs and meet or exceed contract performance requirements.

PRIDE Industries has critical organizational and management experience in the delivery of hospital housekeeping and custodial services within controlled environments, including facilities with The Joint Commission accreditation. The delivery of environmental, and custodial services operations in a controlled environment require strong staffing, training and quality programs in order to ensure safety.

To that end, the PRIDE management team at the California Healthcare Facility, Stockton (CHCF) backed up by corporate management personnel and operational support personnel, will focus on the following components of quality environmental services operations:

1. Ensure regulatory compliance with the following national, federal, state and municipal agency regulation and standards pertaining to maintenance and operations of environmental services:
  - The Joint Commission (TJC)
  - Americans with Disabilities Act (ADA)
  - Resources Conservation and Recovery Act (RCRA)
  - Occupational Safety and Health Administration (OSHA), including:
    - a. Blood borne pathogens standard
    - b. Infection control
    - c. Hazard communication standard
    - d. Workplace hazards (e.g. sharps, spills).
    - e. Personal protective equipment.
  - Environmental Protection Agency (EPA)
  - Food and Drug Administration (FDA)
  - Centers for Disease Control and Prevention (CDC)
  - State and local Departments of Health (DOH).
2. Ensure that all institutional permits, licenses and certificates are current and maintained.
3. Coordinate environmental management services programs with other operations.
4. Ensure that regulated medical waste is handled, packaged, stored and disposed in accordance with federal and state regulations and maintain appropriate documentation.
5. Documented Policies and Procedures in Healthcare Environmental Cleaning Procedure Manual.



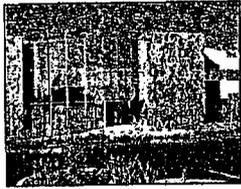
**Operations Related to Environmental Sanitation**

1. Possess an understanding of equipment, language, products, chemicals related to cleaning.
2. Possess an understanding of infection control.
3. Manage the operations of an Environmental Sanitation Program.
4. Integrate infection control standards with environmental sanitation operations.
5. Design / implement a quality management program for facility cleaning.

PRIDE's past performance reflects solid experience and outstanding past performance in all elements of the work scope. As highlighted in the personnel section, proposed staff has the requisite qualifications and experience to perform their respective duties. PRIDE attributes this success to employee commitment, strong community outreach, and contract results based on corporate commitment to training, safety, and quality.

**COMPANY INFORMATION**

PRIDE is headquartered in Roseville, CA.

	<p><b>PRIDE INDUSTRIES ONE, INC.</b> Corporate Office 10030 Foothills Blvd. Roseville, CA 95747 (916) 788-2100</p>
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PRIDE is a 501(c)(3) Nonprofit Corporation that specializes in providing high quality janitorial services, facilities maintenance, and grounds maintenance to commercial, local and federal government, as well as corporate clients. Our company offers highly qualified corporate staff, well-versed in contract management and administration, and we have a solid financial foundation. *PRIDE currently provides full service janitorial and FM services for over 65 million square feet throughout fourteen (14) states and the nation's capital.*

<b>Figure 1. What Makes PRIDE Surpass the Competition</b>	
<b>Established Company/ Financially Stable</b>	<ul style="list-style-type: none"> <li>▪ 49 Years in Business</li> <li>▪ 33 Years as a Total Facilities Maintenance Provider</li> <li>▪ Access to a \$85M line of credit</li> <li>▪ &gt;\$280M revenue; &gt;5,000 employees; 160 worksites</li> </ul>
<b>Experience &amp; Qualifications</b>	<ul style="list-style-type: none"> <li>▪ Best in Industry Company: 22 Million Square Feet (SF) of Cleanable Space &amp; 47 Million SF of Facilities Maintenance Space</li> <li>▪ Operate 7 large Facilities Maintenance contracts</li> <li>▪ Organization &amp; Scheduling that Captures Baseline Requirements with Built-in Added Value Illustrated throughout.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ LEED-Compliant for 50+ Contracts with Listing of Several LEED-Certified Clients</li> </ul>
<b>Ability to Respond to the CDCR's Needs</b>	<ul style="list-style-type: none"> <li>▪ Infrastructure already in place to Support the Contract Size &amp; Scope</li> <li>▪ History of Responsiveness to Our Clients</li> <li>▪ Exceptional Customer Feedback</li> </ul>
<b>Experience &amp; Qualifications of Key Personnel</b>	<ul style="list-style-type: none"> <li>▪ Best In Industry: Executive Qualifications</li> <li>▪ Strong Retention Rates In the Industry</li> <li>▪ Effective Training, Safety, and Quality Plans</li> </ul>
<b>Technical Approach/ Methods/Green Clean</b>	<ul style="list-style-type: none"> <li>▪ Facilities Maintenance Best Practices already in place</li> <li>▪ One of Only 160 Companies Worldwide to Obtain CIMS-GB with Honors Certification</li> <li>▪ LEED-Compliant Processes that Minimize Energy Costs &amp; Impact on Environment</li> </ul>
<b>Seamless Transition of Contracts</b>	<ul style="list-style-type: none"> <li>▪ Our Company Has Extensive Local &amp; National Start-up Experience.</li> <li>▪ Our Relationship Building Skills, Coupled with Performance Excellence, Results in Customer Accolades &amp; Long-term Renewals.</li> <li>▪ We Provide On-time &amp; On-budget Results That Meet All Staffing &amp; Performance Requirements While Adhering to Our Company Mission.</li> </ul>

PRIDE's business model operates two major divisions - Integrated Facilities Services (IFS) and Manufacturing & Logistics Services (MLS). Our major IFS service lines are listed in *Figure 2* below:

<b>Figure 2. PRIDE'S MAJOR DIVISIONS</b>		
<b>Quality Janitorial Is a Core Line of Business for PRIDE. Approximately 70% of Company Revenue Comes from Our FM &amp; Janitorial Contracts.</b>		
<b>Integrated Facilities Services (IFS)</b>	<ul style="list-style-type: none"> <li>▪ Administrative Services</li> <li>▪ Building Maintenance &amp; Management Services</li> <li>▪ Cleanroom Services</li> <li>▪ Commissary Operations</li> <li>▪ Janitorial Services</li> <li>▪ Facilities Maintenance</li> <li>▪ Family Housing Maintenance</li> <li>▪ Fire Extinguisher Maintenance</li> <li>▪ Food Service Operations</li> <li>▪ Information Technology</li> <li>▪ Landscape/Grounds Maintenance</li> <li>▪ LEED-Compliant Cleaning/Recycling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Manufacturing, Logistics, &amp; Warehousing</li> <li>▪ Painting</li> <li>▪ Pest Control</li> <li>▪ Recycling Program Management</li> <li>▪ Shipboard Provisioning</li> <li>▪ Specialized Floor Care</li> <li>▪ Stadium/Special Events Custodial</li> <li>▪ Transitional Cleaning Services</li> <li>▪ Transportation &amp; Vehicle Maintenance</li> <li>▪ Warehousing &amp; Logistics</li> </ul>

Our IFS division is organized around a regional structure that provides a local management presence for critical operational functions. Local management receives the support of PRIDE corporate and divisional resources, as needed. Commercial janitorial services performed for CDCR will be adapted to meet the level of service requirement needed to keep the Stockton Healthcare Facility operating in prime condition.

Core capabilities of PRIDE in Facilities Services are represented *Figure 3*.

<b>Figure 3. PRIDE Has the Specialized Janitorial Experience to Address CDCR's Needs.</b>		
<b>Janitorial Services</b>		<b>Cleanroom Services</b>
<ul style="list-style-type: none"> <li>▪ Carpet &amp; Upholstery Care</li> <li>▪ Custodial Supply Management</li> <li>▪ Day Cleaning</li> <li>▪ Furniture Cleaning</li> <li>▪ Hard Floor Maintenance &amp; Restoration (VCT, Ceramics, Stone, Marmoleum)</li> <li>▪ Lab Cleaning</li> <li>▪ Office Cleaning</li> <li>▪ Porter/Matron Services</li> <li>▪ Recycling Program Management</li> <li>▪ Stadium/Event Services</li> <li>▪ Window Cleaning &amp; Pressure Washing</li> </ul>		<ul style="list-style-type: none"> <li>▪ Construction Clean Down</li> <li>▪ Data Center Management</li> <li>▪ Environmental Response Team Support</li> <li>▪ Filter Scanning/Leak Detection</li> <li>▪ Gownroom/Pass-through Attendants</li> <li>▪ HEPA Filter Repair</li> <li>▪ Interstitials, Fan Decks, &amp; Sub-fab Cleaning</li> <li>▪ Particle Counting &amp; Reports</li> <li>▪ Inventory Management</li> <li>▪ Super-clean Services</li> <li>▪ Surface Cleaning for All Protocols/Classifications</li> <li>▪ Velocity Checks</li> </ul>
<b>Facilities Maintenance Core Capabilities</b>		
<ul style="list-style-type: none"> <li>▪ Appliance Repair/Replacement</li> <li>▪ Building Automation Systems</li> <li>▪ Bulb and Ballast Replacement</li> <li>▪ Change of Occupancy (COM)</li> <li>▪ Conference/Training Room Setup</li> <li>▪ Disaster Response</li> <li>▪ Electrical</li> </ul>	<ul style="list-style-type: none"> <li>▪ Energy Management Systems</li> <li>▪ Entomology</li> <li>▪ Fire Systems</li> <li>▪ Hazardous Material Control</li> <li>▪ HVAC/Mechanical</li> <li>▪ Irrigation</li> <li>▪ Landscape/ Grounds Maintenance</li> <li>▪ Lead/Asbestos Abatement</li> <li>▪ Maintenance &amp; Repair</li> </ul>	<ul style="list-style-type: none"> <li>▪ Moving Services</li> <li>▪ Painting/Patching</li> <li>▪ Parking Lot Sweeping</li> <li>▪ Pest Control</li> <li>▪ Plumbing Pressure Washing</li> <li>▪ Quality Control</li> <li>▪ Recurring Inspection</li> <li>▪ Roofing &amp; Structural Systems</li> <li>▪ Service Calls</li> <li>▪ Tenant Improvements</li> </ul>

PRIDE has a solid commitment to communities where we have existing contracts. We believe in being a part of the community and helping it grow.

PRIDE's company mission, "to create jobs for people with disabilities", is highly compatible with the civic goals of engaging local assets, improving community relationships, and supporting the strength of the local economy. By supplementing vacancies with people with disabilities from the local communities, PRIDE can assist CDCR and CCCHS in addressing a historically underutilized segment of the population. By developing this segment of the population, we provide our customers the benefit of trained, competent and motivated workers who help meet job requirements. In turn, employment tax users become tax contributors as well as consumers of products and services. Along with this comes a satisfied employee who gains a greater independence, self-reliance, dignity and the chance to experience success, maybe for the first time in their lives!

We bring economic value, by provide jobs for people who are usually passed over, working with them and helping them build job skills to succeed. We employ people with disabilities and veterans. We work with "welfare to work" offices to encourage people to learn a skill that allows them to provide for their families.

PRIDE values the incumbent worker with the history and knowledge they bring and unreservedly add them to the PRIDE family. We have joined community organizations to better serve where help is needed. We have been involved in local education in area schools and provided scholarships. PRIDE looks for places we can fill a need and are proud of being a part of the partnering solution to building a better community.

### WHERE PRIDE EXCELS

PRIDE is the best qualified to furnish the Janitorial Services to CDCR due to our depth of experience, well trained and motivated employees, proprietary PRIDEClean® Processes, and environmentally preferable solutions. Choosing PRIDE also brings economic value to the community by providing jobs for people with disabilities and veterans.

PRIDE currently generates nearly 280 million dollars in annual revenue and employs over 5,000 personnel at facilities totaling 65 million square feet, 22 million of which is solely janitorial services. PRIDE has a forty-nine (49) year service history with the financial stability and extensive local infrastructure required to sustain a go-to, enthusiastic 24/7 approach that is necessary for high profile public facilities like those with the CDCR. For example, the crisp uniforms, pristine equipment, professional employees, and efficient PRIDEClean processes are enthusiastically noted and appreciated by our staff and customers on other high profile contracts.

PRIDE is committed to supporting our customer's **environmental commitments** by integrating our green-friendly products and minimizing environmental impact. Our solution is a tiered approach that combines the use of PRIDEClean chemicals and a **PURE brand disinfectant** as well as PRIDEClean product line of re-usable microfiber cloths. We also use the latest environmental friendly equipment that features BOOST® Technology which allow the use of 50-70% less solution consumption and a 40% increase in pad life. PRIDE also has experience with the design and implementation of robust recycling and waste diversion policies.

PRIDE understands that the California Health Care Facility, Stockton has many different floor types and that floor care paramount to maintaining the facility. With this in mind, our selection of cutting edge cleaning equipment will provide high quality results and cost savings through controlled labor costs.

## COMPLIANCE

PRIDE ensures regulatory compliance with the following national, federal, state and municipal agency regulation and standards pertaining to maintenance and operations of environmental services:

The Joint Commission (TJC) - formerly on The Joint Commission on Accreditation of Healthcare Organizations (JCAHO)	Americans with Disabilities Act (ADA)
Resources Conservation and Recovery Act (RCRA)	Occupational Safety and Health Administration (OSHA)
Environmental Protection Agency (EPA)	Food and Drug Administration (FDA)
Centers for Disease Control and Prevention (CDC)	State and Local Departments of Health (DOH)

PRIDE will:

- Ensure that all institutional permits, licenses and certificates are current and maintained.
- Coordinate environmental management services programs with other operations.
- Ensure that regulated medical waste is handled, packaged, stored and disposed in accordance with federal and state regulations and maintain appropriate documentation.

## TRANSITION

PRIDE Industries is committed to the highest standards in performing the work and assembling a management team to deliver "Best-In-Class" services at CHCF. Senior corporate management guidance will be continuously available to the Executive Housekeeper and the Transition Team. Extensive corporate resources and personnel are used to enhance project-level accountability and quality control. These management support activities include:

- Integrated systems planning
- Effective cost planning, including national-level supplier contracts for supplies and equipment
- Human resources (recruiting, hiring, training, payroll and benefits administration)
- Schedule and technical control
- Health and safety training and support
- Quality control
- Risk management
- Cost estimation
- Management support as needed

These resources enable PRIDE's Transition Team to focus on efficient and responsive delivery of services.

PRIDE Industries is a 501(c)(3) non-profit corporation with a fifteen member Board of Directors who oversee our business model. PRIDE Industries is managed by a six person senior executive team overseeing all aspects of business operations. They are:

- Michael Ziegler, President and CEO
- Tim Yamauchi, Executive Vice President and Chief Financial Officer
- Peter Berghuis, Chief Operating Officer
- Tina Oliveira, Senior Vice President, Human Resources
- Sam Seaton, Senior Vice President, Rehabilitation Services
- Emma Forrest, General Counsel

Operational leadership of major contract activities are overseen by vice presidents in each division. They are:

- Don Nelson, Vice President, Field Operations
- Mary Flores, Vice President, Business Operations
- Dave Wickersham, Vice President, Quality Programs
- Michael Laperche, Vice President, Risk Management

PRIDE has a local, decentralized but a highly visible program management structure that places complete authority for operational decisions with the Project Manager in accordance with PRIDE policies providing quicker response times, a flexible and responsive workforce, and superior quality control processes. PRIDE's corporate headquarters provides complete corporate support for contract execution with direct access to corporate and technical expertise, facilities, and equipment. This management approach provides sound operational procedures coupled with local decision-making and control.

#### **TOP LEVEL MANAGEMENT**

PRIDE's streamlined management structure places only those people in the hierarchy who have direct responsibility and authority for the contract.

#### **PETER BERGHUIS - CHIEF OPERATIONS OFFICER**

Mr. Berghuis has a twenty-year track record in large-scale operations and contract management. He currently oversees PRIDE's Operations, which includes over \$259 million in annual revenue from commercial and government facilities services across the country. The portfolio that Mr. Berghuis manages includes military installation, commercial operations, facilities operations & maintenance, janitorial services, facilities management, military base housing maintenance services, library

operations, food service, commissary operations, landscaping, painting, pest control, security, shipboard provisioning, work order management, transportation, and vehicle maintenance in fourteen states and Washington D.C.

#### **DON NELSON – VICE PRESIDENT OF FIELD OPERATIONS**

As the Vice President of Field Operations, Mr. Nelson will facilitate the communication between PRIDE and CDCR to ensure the proper execution and compliance with contract requirements. Mr. Nelson currently oversees and manages some of the largest and complex facilities maintenance contracts in the nation. His expertise directly results in PRIDE consistently obtaining stellar performance reviews from our customers. His technical and management skills were a large contributor in the expansion of PRIDE's Fort Bliss Facilities Operations & Maintenance contract. In less than five years, this contract has almost quadrupled in value and currently amounts to over \$61 million annually. Mr. Nelson's long-standing career as Chief Master Sergeant in the Air Force provides him with the breadth of experience needed to facilitate the successful communication, oversight and execution of this contract.

#### **DAVID WICKERSHAM – VICE PRESIDENT OF QUALITY PROGRAMS**

Mr. Wickersham is responsible for development, implementation and oversight of PRIDE's quality and assessment programs nationwide. He has more than 20 years of experience in the government sector, managing quality, standardization and training programs on military installations both nationally and internationally. Prior to joining PRIDE, Mr. Wickersham had a distinguished twenty-three year career with the United States Air Force. His expertise is in training, quality assurance and project management under extremely demanding circumstances.

#### **MARY FLORES – VICE PRESIDENT OF BUSINESS OPERATIONS**

Ms. Flores oversees business operations including contracting, proposal development, pricing, compliance, and subcontracting relationship management. She also leads PRIDE Industries' business development, capture management, contract negotiations and start up teams. Ms. Flores works with the customer during contract construction, review, negotiation and transition. Ms. Flores is responsible for developing and managing customer and partner relationships. Customers include international airports, large military installations, educational institutions, municipalities and commercial entities. Ms. Flores has more than 20 years of experience in project management and operations oversight, specializing in facilities management, commercial custodial, food service, commissary, warehousing, and landscaping services.

#### **MICHAEL LAPERCHE – VICE PRESIDENT OF RISK MANAGEMENT**

Mr. Laperche has 25 years of direct accountability in the disciplines of Safety, Risk Management, Insurance and Claims. His years on the front line and in executive suites has provided a deep reservoir

of experiences. His excellent leadership in the areas of inclusiveness and sustainability, win-win attitude and focus on excellence makes him a valuable asset to PRIDE's executive team.

#### **TIM VANOVER – DIRECTOR OF BUSINESS DEVELOPMENT**

Mr. Vanover has extensive and diverse experience in the custodial fields and has been with PRIDE Industries since 1992. Tim was instrumental in PRIDE receiving ISSA's Cleaning Industry Management Standards – Green Business (CIMS-GB) certification. PRIDE was awarded *CIMS-GB with Honors* (a prestigious symbol of quality excellence recognized in the custodial industry worldwide). Mr. Vanover has overseen the commercial operations for the past 10 years including oversight of \$20 million dollars of business and over 600 employees nationwide. Mr. Vanover also has an extensive quality service background. He is an ISO Lead Auditor and has written quality control programs including those in Intel's ISO Class 1 Cleanroom environments. While managing the Intel Corporation Cleanroom janitorial contract he conducted testing to develop cleanroom housekeeping time standards and developed and implemented a training program for all new technicians.

#### **PAUL NUÑEZ – SENIOR REGIONAL MANAGER**

Paul has been with PRIDE Industries since 1993, and has over 25 years of custodial and facility support services experience in a wide variety of work environments covering a broad cross-section of contract sizes and customers. Mr. Nunez oversees all areas of operations including personnel, financials, quality, safety, and customer service. He currently supervises and manages PRIDE's commercial custodial contracts throughout the Nation including the Sacramento International Airport, Vision Service Plan, and St. Louis Lambert Airport contracts. Mr. Nunez has full authority to make operational decisions in order to maintain quality levels. He has managed cleanroom custodial services clients for Fortune 100 technology sector clients, stadiums and arena cleaning contracts for the NBA, WNBA, and MLB-affiliated franchises, and large city, county and state government contracts around the State of California.

#### **CORPORATE MANAGEMENT**

The Management Team offered for this proposal consists of **knowledgeable corporate managers** to include the Vice President of Field Operations, Business Development Director Transition Manager, Senior Regional Manager and our Hospital Environmental Services Subject Matter Expert. These individuals are prepared to serve as critical components of the management team and have the know-how to guide a whole team of additional corporate assets who will ensure that all facets of transition move forward seamlessly. Resumes of the referenced corporate management staff are listed below, under Experience and Personnel.

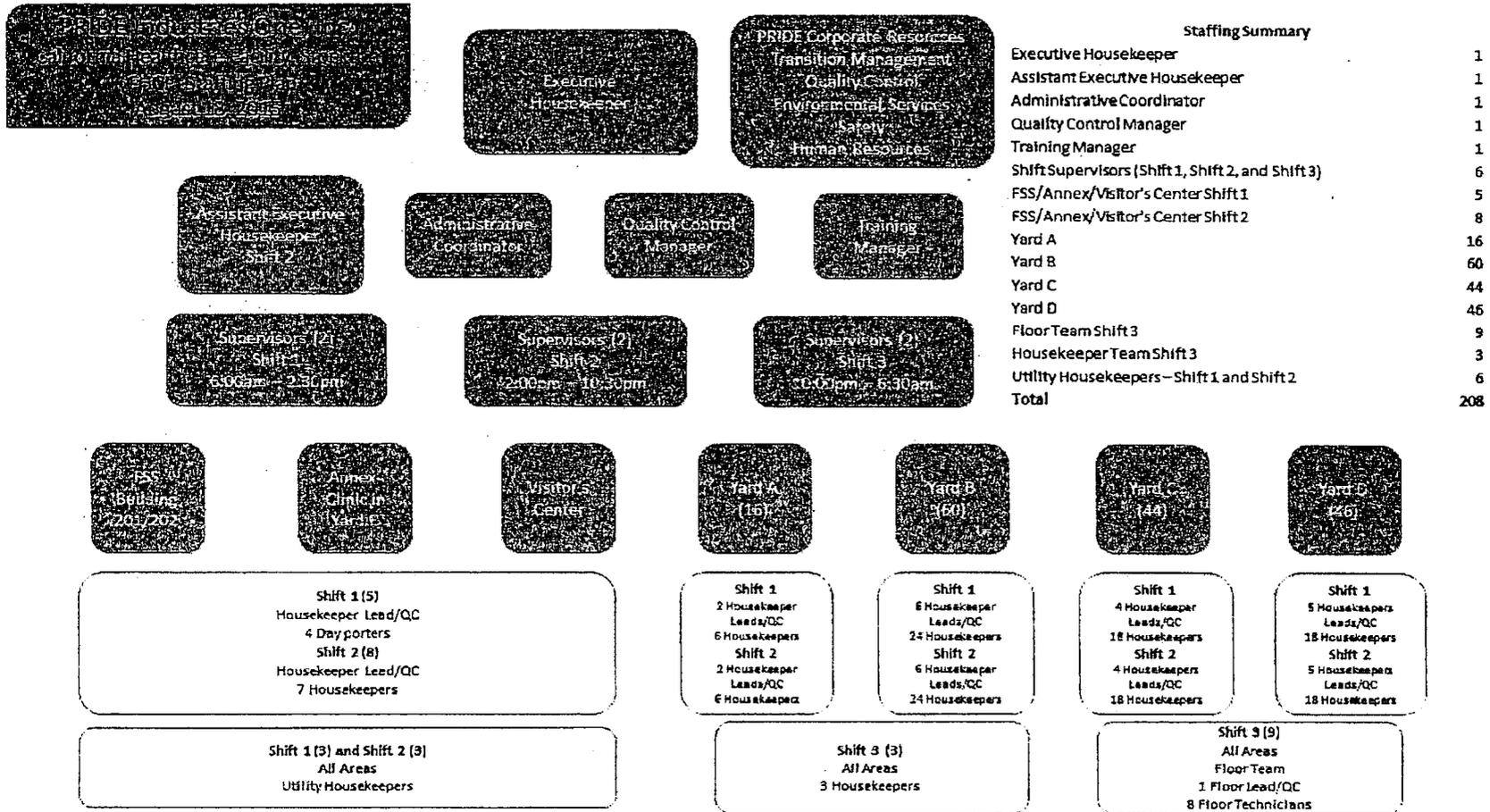


## EXPERIENCE AND PERSONNEL

PRIDE has experience operating within JCAHO-certified environments, which includes the provision of hospital housekeeping and aseptic cleaning services. PRIDE performed these services at the Department of the Army's Fort Leonard Wood Hospital from 2003 to 2009. PRIDE contributed to the facility receiving an "unqualified" inspection report – the highest JCAHO rating in the Army.

As demonstrated by the Transition Manager and Subject Matter Expert resumes, our staff includes managers well versed in hospital janitorial requirements. We have also included the resumes of our top level corporate Custodial Support Team and job descriptions for additional personnel on the following pages. An organizational chart/staffing plan of our contract dedicated resources is on the following page as *Figure 4*.

Figure 4. Organizational Chart/Staffing Plan for the CHCF, Stockton



### **RONNA DIGERLANDO, TRANSITION MANAGER**

Ms. DiGerlando has over 20 years of experience as an Executive Director managing all environmental housekeeping and grounds maintenance activities at a major medical center and all outlying buildings and clinics. She has been widely recognized for her superior leadership skills, training, safety record and staff's performance. As a Certified Executive Housekeeper (C.E.H.), Ms. DiGerlando is uniquely qualified to train all PRIDE management, supervisors and staff on procedures, chemicals and equipment under the CIMS-GB requirement, Ms. DiGerlando has managed custodial operations under the CIMS-GB standard since its inception.

Ronna and her management team will be instrumental in guiding all aspects of operational strategy necessary to ensure contract success to include:

- Identifying the management staff to custodial staff ratios.
- Ensuring all staff receive training to meet quality, safety, and environmental needs.
- Providing efficient work plans to meet client needs.
- Employing PrideClean® training methods, equipment, and supplies.
- Using technologies to include equipment and supplies that diminish reliance on labor.
- Implementing use of Quality Management Software (QMS) for company transparency.
- Experience ramping up new staff during short transition periods.

### **ACE BURT, HEALTHCARE FACILITIES MAINTENANCE SERVICES EXPERT**

Mr. Burt has over 30 years of experience in Facility Services, including Hospitals and Healthcare Facilities Maintenance. He has served as President/CEO with several companies and worked with 15 Department of Defense Hospital contracts. He has provided direction, resources, oversight and support to implement actions to achieve Best-In-Class Janitorial, Hospital Housekeeping, Quality Control and Facility Services.

Ace's leadership and experience in developing strategic alliances and partnerships has allowed for optimization of resources to create successful service contracts across many lines of business. His extensive background in policies and procedures, training, customer relations, collaboration with both public and private agencies creates confidence that PRIDE has the expertise in management to provide services for the California Department of Corrections and Rehabilitation.

## Ronna DiGerlando, C.E.H.

### CONTACT

**INFORMATION:**  
PRIDE Industries  
10030 Foothills Blvd.  
Roseville, CA 95747  
(916) 788-2100

**CERTIFICATIONS:**  
C.E.H., Certified  
Executive Housekeeper

### TRAINING:

Developed policies and procedures resulting in no finding from the The Joint Commission for 20 years

Developed policies and procedures including training for Hospital Housekeeping

Developed floor care maintenance program including training for all corporate and site managers

### AWARDS:

Safety Award  
J&J Worldwide Services

### PROFESSIONAL SUMMARY:

Ronna has over 20 years' experience as an Executive Director managing all environmental housekeeping and grounds maintenance activities at a major medical center and all outlying buildings and clinics. She has been widely recognized for her superior leadership skills, training, safety record and staff's performance for many years.

As a Certified Executive Housekeeper (C.E.H.), Ms. DiGerlando is uniquely qualified to train all PRIDE management, supervisors and staff on procedures, chemicals and equipment under the CIMS-GB requirement, Ms. DiGerlando has been managing custodial operations under the CIMS-GB standard since its inception.

As PRIDE's Custodial Services Project Manager, she reports directly to the Director of Field Operations. She oversees base wide custodial services operations including personnel, financials, quality, safety, customer satisfaction and customer service. She currently manages PRIDE's Custodial Services Contract at Travis Air Force Base, with over 1.4 million square feet and 119 buildings.

Among her duties, Ms. DiGerlando:

- Oversees supervisors, job leads, and all staff on the contract
- Facilitates new-hire training, employee paperwork, safety training, and meetings
- Conducts customer site-inspections with customers to ensure quality and scope of work per contract is completed in a timely and efficient manner
- Provide quotes of service and establishing new contracts with contracting personnel
- Adheres to budget constrictions
- Ensures all work is accomplished in accordance with contract requirements.

### PROFESSIONAL ACCOMPLISHMENTS

- Successful development of policies and procedures resulting in 60% reduced injuries over a 1 year period, with injury rates continuing to drop in the following two years
- Developed electronic system to provide customer with immediate access to monthly inventory levels and reports
- Developed step by step format for floor care and floor maintenance program which increased productivity and customer satisfaction

### PROFESSIONAL EXPERIENCE:

PRIDE Industries  
February 2015 – Present

Executive Director Hospital Environmental Services, Landscape Manager  
ABM Government Services  
October 2013 – January 2015

Executive Director Hospital Environmental Services, Landscape Manager  
J&J Worldwide Services  
March 1993 – September 2013

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## Ace Burt, HEALTHCARE FACILITIES MAINTENANCE SERVICES EXPERT

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### CONTACT INFORMATION:

PRIDE Industries  
10030 Foothills Blvd.  
Roseville, CA 95747  
(916) 788-2100

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### EDUCATION:

Richland College  
Dallas, Texas

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### CERTIFICATIONS:

Heating, Ventilating,  
and Air Conditioning  
(HVAC) and CFC  
Recovery Certificates

Virginia School of  
Refrigeration  
Newport News, VA

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### PROFESSIONAL SUMMARY:

**Ace has over 30 years of experience in Facility Services, including Hospitals and Healthcare Facilities Maintenance.** He has served as President/CEO with several companies and worked with 15 Department of Defense Hospital contracts. He has provided direction, resources, oversight and support to implement actions to achieve Best-In-Class Janitorial, Hospital Housekeeping, Quality Control and Facility Services.

His leadership and experience in developing **strategic alliances and partnerships** has allowed for optimization of resources to create successful service contracts across many lines of business. **His extensive background in policies and procedures, training, customer relations, collaboration with both public and private agencies creates confidence that PRIDE has the expertise in management to provide services for the California Department of Corrections and Rehabilitation.**

### PROFESSIONAL ACCOMPLISHMENTS:

- Directed Start-up Company that provided multiple service lines to the United States Government, State of Texas, Department of Defense (DOD) and commercial entities in five states.
- Successful in winning multi-year Environmental Service contracts for three DOD hospitals in a 20 month period.
- Developed a relationship with the Texas State Use Program resulting in 12 multi-year service contracts performing a variety of services for the Texas Department of Transportation, the Department of Human Services and several municipalities.
- Negotiated two commercial subcontracts and performed environmental services at Brooke Army Medical Center.
- Received ISO certification in 10 lines of business.
- Achieved CIMS and CIMS-GB (Green Building) with Honors certifications.

### PROFESSIONAL EXPERIENCE:

**Capture Manager**  
PRIDE Industries  
February 2015 – Present

**President & CEO**  
Enterprise Professional Services, Inc., Austin, Texas  
April 2011 – September 2014

**President & CEO**  
Professional Contract Services, Inc., Austin, Texas  
November 1998 – April 2011

J&J World Wide Services, Inc., Austin, Texas – 1985 – 1998

**Director of Operations and Marketing Manager**

**Job Site Management Support**

Maintenance and Construction lead person/supervisor, Assistant Project Manager, Quality Director and Project Manager

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## **DON NELSON, VICE-PRESIDENT, FIELD OPERATIONS**

**Experience Summary:** Don Nelson is PRIDE's Vice President of Field Operations. Don is responsible for oversight of all Custodial Operations, Facilities Maintenance, and Grounds Maintenance contracts, which constitute approximately 70% of PRIDE's company revenues. With 54 current commercial custodial contracts and 44 current federal custodial, grounds maintenance, and FM-based contracts in his purview, many of these contracts have entailed Don and his team managing the equivalent of a small city.

Don's experience and knowledge-base to effectively guide this contract is based on nearly 30 years of experience within both commercial and federal service arenas. As Vice-President, Don recently worked closely with federal clients who were faced with severe budget restrictions during federal sequestration, and he worked to help them identify where cost savings could best be achieved with minimal impact on mission and contract deliverable outcomes. Don collaborated the subsequent PRIDE response for displaced and reduced-hour workers by providing timely, in-person communications directly to affected employees, traveling to their places of performance and expressing who would be affected, immediate impacts, and the plan for tiered re-entry to full-time operations.

During a 24-year career in the United States Air Force (USAF), where he attained the rank of Chief Master Sergeant, he held positions in the civil engineering field such as Chief Enlisted Manager, Chief of Heavy Repair, Chief of Facilities Maintenance, Utilities System Operator, and HVAC Technician.

Don belongs to the International Facility Management Association (IFMA), where he is IFMA-credentialed as a *Certified Facility Manager*. He was key in creating the Sacramento NCMS chapter (a Society of Industrial Security Professionals), where he presently serves as Treasurer.

### **Educational Background:**

- Masters Degree, Business Administration (MBA)
- Baccalaureates Degree, Industrial Technology
- Associates Degree, Aircraft Maintenance
- Associates Degree, Mechanical Systems
- Graduate Certificate, Sustainable Technology
- Graduate Certificate, Management.
- Certified Senior Industrial Technologist
- Certified Universal Refrigerant Technician.

**Don maintains a customer-centered approach and strong working relationships with customers and employees for optimal contract performance.**

**Availability Over Contract Life:** Contract Term; Long-term PRIDE Employee (8 Years).

**TIM VANOVER, BUSINESS DEVELOPMENT DIRECTOR**

**Experience Summary:** Tim Vanover, a PRIDE employee since 1993, now serves as the Director of Business Development for PRIDE's Integrated Facilities Management Division based in Roseville, California. Previously he served as PRIDE's Director of Commercial Services. With over 25 years of experience as a hands-on Supervisor, Manager, and Director for diverse commercial custodial operations, Tim has experience that can provide the CDCR confidence in PRIDE for in transition, training, and performance in Healthcare Facilities Maintenance Services.

- Directed efforts for sixty-five (65) commercial custodial contracts, all of which employ green products and environmentally friendly processes.
- Directed custodial contracts in numerous dynamic environments to include city buildings accessed frequently by the public, colleges, sports complexes, airports, and other high foot traffic locations.
- Led PRIDE to *CIMS- GB with Honors* certification through intimate knowledge of commercial custodial cleaning industry's "best practices".
- International Sanitary Supply Association (ISSA) Certification Expertise, i.e., *ICE Certification*, demonstrates he has knowledge to aid clients to find creative ways to obtain their individual environmental and financial efficiency goals.

**Educational Background:**

- ISSA Certified Expert (ICE)-Certified
- ICE-Certified Green Business (GB)-Certified
- Specialized Janitorial Training Courses
- Management Courses, i.e., Effective Decision Making, Situational Leadership, and CPR training.

**Over his 22 tenure with PRIDE, Tim has effectively addressed a wide variety of complex situations that could arise on any janitorial contract.**

**Availability Over Contract Life:** Contract Term; Long-term PRIDE Employee (22 Years)

## PERSONNEL TRAINING PROGRAM

Understanding the scope of the work required to meet the need for CDCR, PRIDE possesses an understanding of the equipment, language, products, and chemicals related to cleaning and an understanding of infection control. Our Staff is trained to integrate infection control standards with environmental sanitation operations.

PRIDE will manage the resources necessary for appropriate cleaning of:

Facility Shared Services Areas	Standby Emergency Medical Services (SEMS)	Lab
Dialysis Clinic	Diagnostic Imaging /Procedures	Physical Therapy & Rehabilitation
Dental	Environmental Services	Medical Clinic
Library	Education	Visiting Areas
Religious Activities Rooms	Group Activity Rooms	Offices
Patient Areas A	Patient Areas B	Cafeteria (dining area only)
Clinic lobby	Showers and baths	Restrooms
Blood draw	Unlicensed Clinical Areas	Administrative Areas
Examination Rooms	Lobbies	Main corridors
Radiology	Patient break areas (TV and game rooms)	Conference Rooms
Pharmacy	Exam rooms	Nurse's stations
Vending/Break room	Storage Areas	Admissions Area

Yards A, B, C, D, and the Clinic in Yard E

Because safety, training, and quality are three areas that are extremely important to PRIDE, we will install a **Quality Control Manager** and **Training Manager** at our off-site facility in Stockton. We will also have dedicated Safety Resources deployed to the CDCR for the first two weeks of the contract to review all safety and operational tasks with each employee. *This dedication allows us to provide the safest environment and best quality of service possible.*

PRIDE's Corporate policy is for each employee to have a documented training record for the position in which he/she is employed. Newly hired (including qualified incumbent personnel hired from the incumbent contractor) or transferring employees' training records are verified or established prior to initial employment or assignment. This training documentation process includes education, work history and certification verification and is logged in the training record itself. The page following highlights major training areas for all employees.

- **Customer Policies and Procedures:** Upon establishing an employee's training and qualifications, site, equipment, facility and system-specific training and orientation are conducted to ensure familiarity with the AHS's policies and procedures. PRIDE Industries' rules, policies, and regulations are introduced at New Employee Orientation (NEO). Initial training is conducted prior to contract start and periodically as new employees are brought in.
- **New Employee Orientation (NEO):** NEO consists of a full-day course that trains new employees to PRIDE's standards and expectations. Topics are largely Human Resources-related, though HR hosts the Director of Safety and his team who provide distinct classes in several Safety topics. A sampling of the HR-related classes covered are Sexual Harassment and the Health Insurance Portability & Accountability Act of 1996 (HIPAA) Privacy & Security Rules Compliance. HR-related classes cover all subjects required for our employee in accordance with what is required by law.
- **Injury Illness Prevention Program (IIPP):** Effective training lies at the heart of any successful Safety Program, including the PRIDE Injury and Illness Prevention Program (IIPP), because it is a critical component of hazard control. PRIDE safety training is provided at the start of employment during New Employee Orientation (NEO). After the completion of NEO, employees are required to take a Job-Specific Orientation according to their job title. This covers review of the Job Safety Analysis on specific job hazards the employee may encounter and how to avoid these hazards through the use of procedures, personal protective equipment (PPE), and proper equipment use.
- **Global Harmonization System (GHS):** PRIDE provides training to meet OSHA's GHS standards and labeling requirements. All custodial employees receive this three (3) part training: 1. How to Read an (M)SDS, 2. Pictograms, and 3. Chemical Labels. PRIDE documents this training for each employee, having completed this requirement by December 31, 2013, and provides training for each new contract.
- **OSHA Standards and Record Keeping:** PRIDE Industries promotes and enforces workplace safety at all of its locations. The health and welfare of all employees, along with the financial benefit of reduced employee costs, are integral to PRIDE's success. PRIDE's safety training for its employees conforms to all General Industry Safety Orders (GISO).

Safety education and training will be provided for all employees during orientation. In addition, the Executive Housekeeper and the Assistant Executive Housekeeper will conduct monthly safety meetings to discuss any problems or to review safety issues. Safety training will also occur when an employee is given a new job assignment; when PRIDE is made aware of a new safety hazard; or when new substances, equipment, or procedures are introduced. PRIDE provides regular four-hour safety training sessions on the following topics and as the job dictates.

Training will include such topics as:

- Employee Safety Handbook
- First Aid
- Incident Reporting
- Hazardous Material Spill Response
- Personal Protective Equipment Requirements
- Injury and Illness Prevention Program
- Global Harmonization System
- Hazardous Communication Program
- Personal Protective Equipment
- Emergency Evacuation
- Fire Extinguishers
- Power Equipment Inspections & Safety
- Blood Borne Pathogens
- Respiratory Protection
- Proper Chemical Use
- Workplace Cleaning Ergonomics
- Workplace Violence
- Emergency Procedures
- Housekeeping Safety (warning signs, interruption of work, phasing of work, etc.)
- Job Specific Hazards

All custodial employees receive the safety training as outlined in the table following (Figure 5). This table is not an all-inclusive list – site hazards or tasks may cause us to add additional training or require us to comply with other OSHA requirements or perform medical monitoring, for example.

**Figure 5. Janitorial Employee Safety Training Translates to Better Safety & Quality.** *Our Safety Record Is Substantially Better Than Industry Standards.*

Safety Training Requirement	Regulation	Frequency
<b>Employee Safety Responsibilities:</b> Policies, work safety, Injury Illness Prevention Program (IIPP), Code of Conduct, Monthly training requirements, Employee participation, Hazard identification, Injury reporting, Hazards vs. Accidents <b>Personnel:</b> All Janitorial Employees	Fed OSHA CA OSHA	Prior to start of job. Periodic/As conditions change
<b>Personal Protective Equipment (PPE):</b> Selection, Inspection, Maintenance, Storage, Useful Life, Replacement, Put on/Take off <b>Personnel:</b> All Janitorial Employees	Fed OSHA CA OSHA	Prior to start of job. Periodic/ As conditions change
<b>Electrical Safety:</b> Cord Inspection, Electrical Outlet, Plugging/ Unplugging, Lock-out/Tagout, Preventing electrical injuries, GFCI <b>Personnel:</b> All Janitorial Employees	Fed OSHA CA OSHA	Prior to start of job. Periodic/ As conditions change
<b>Hazardous Communication:</b> Chemical Injuries, PPE, MSDS use, Hazardous determination, Effects of Chemical exposure, Universal Waste <b>Personnel:</b> All Janitorial Employees	Fed OSHA CA OSHA	Prior to start of job. Annual/ As conditions change

<p><b>Blood-Borne Pathogens (BBP):</b> Disease Transmission, Bodily Fluids, Common BBP Disease, Exposure Incidents, Universal Precautions, Record keeping, Hepatitis A/B (Twinrix Program), Sharps, and Exposure Incidents <b>Personnel:</b> All Janitorial Employees</p>	<p>Fed OSHA CA OSHA</p>	<p>Prior to start of job. Annual/ As conditions change</p>
<p><b>Walking or Working Surfaces:</b> Ladder Inspection and Use, Working Heights, Confined Spaces, Slippery Floors, and Housekeeping <b>Personnel:</b> All Janitorial Employees</p>	<p>Fed OSHA CA OSHA</p>	<p>Prior to start of job. Periodic/ As conditions change</p>
<p><b>Workplace Ergonomics:</b> Handshake method, Backpack vacuum cleaner use, Mopping/Dusting/Wiping/Sweeping Techniques, Power Grip, and Lifting <b>Personnel:</b> All Janitorial Employees</p>	<p>Fed OSHA CA OSHA</p>	<p>Periodic/ As conditions change (Triggered by ergonomic injuries)</p>
<p><b>Emergency Action Plan:</b> Evacuations, 911, Emergency Preparedness, Fire Extinguishers, Exits, and Employee Emergency Hotline <b>Personnel:</b> All Janitorial Employees</p>	<p>Fed OSHA CA OSHA</p>	<p>Prior to start of job. Periodic/ As conditions change</p>
<p><b>Defensive Driving:</b> Vehicle Inspection, Aggressive Driving, and Distracted driving <b>Personnel:</b> All Janitorial Employees</p>	<p>Fed OSHA CA OSHA</p>	<p>Prior to start of job. Periodic/ As conditions change</p>
<p><b>Asbestos/Lead Awareness:</b> Identification, Work Classes, Health Effects, Exposure Avoidance, and Working Around Asbestos/ Lead (Requires notification from contracting officer of its presence) <b>Personnel:</b> Affected Janitorial Employees that work in a building where ACM and/or Lead has been identified.</p>	<p>Fed OSHA CA OSHA</p>	<p>Prior to start of job. Annual/ As conditions change</p>
<p><b>Aerosol Transmissible Disease (ATD):</b> Methods of Exposure, Disease, and ATD Exposure Plan, (See CCR T8, 5199) <b>Personnel:</b> Affected Janitorial Employees that clean areas (such as clinics, holding cells, and laboratories) where disease may spread through air.</p>	<p>CA OSHA</p>	<p>Prior to start of job. Annual/ As conditions change See CCRT8, 5199</p>

PRIDE Housekeeping employees will receive extensive training on the PIA's Policies & Procedures as well as the PRIDEClean and PRIDE documentation processes.

### EMPLOYEE SECURITY RESPONSIBILITIES

As a part of our training program, each employee is taught to treat security related issues with the utmost urgency and respect. We understand that these facilities are at risk for sabotage, attack, and theft. All employees will be instructed to carefully assess suspicious behavior. All suspicious behavior will be reported immediately to CHCF personnel. In addition, all employees will understand that they are prohibited from opening locked areas to permit entrance of persons other than PRIDE employees engaged in cleaning the assigned area.

In conjunction with initial security training, Supervisors will provide continual updates to employees when any new measures are implemented. Urgent updates and general policy/procedure changes will be provided to employees immediately and changes to non-complying systems will follow.

In addition, employees will understand that they are subject to immediate removal from the work site at the request of CHCF Personnel. Employees will immediately comply with such a request and will turn in all keys and badges prior to leaving the facility.

### **SECURITY REPORTING**

PRIDE will be very aggressive with regards to reporting security problems. As a matter of procedure, any time an employee discovers a reportable offense (such as detection of unauthorized personnel, lost keys, evidence of forced entry or attempted forced entry, etc.), our Executive Housekeeper will become personally involved in the process and report the circumstances to CHCF Personnel.

Should a break-in or forced entry of any of the wards facilities be discovered by an employee, CHCF Personnel will be notified immediately. The Executive Housekeeper will meet with the CHCF personnel upon request to coordinate any assistance or any additional information that they may need.

For each issue reported, the Executive Housekeeper maintains an electronic log that includes the problem, time/date reported, the status of the investigation or corrective action, and the time/date of the conclusion of the security incident. The log functions in the same manner as the ISO Quality Programs Corrective/Preventive Action Request (CPAR) that is designed to ensure absolute accountability for all incidents.

The Executive Housekeeper will review the log on a daily basis to make certain that progress is being made as required. For incidents involving continued interaction CHCF Personnel, the Executive Housekeeper will maintain daily verbal or email communication until the problem has been resolved. As each incident is resolved, the Executive Housekeeper will provide a final summary to the CHCF Personnel as required and will close the incident in the Security Log. The Security Log will be maintained for the entire course of the contract and information will be shared with the Corporate Office for purpose of on-going security plan design/development issues.

### **PHYSICAL SECURITY**

Physical Security is an integral part of PRIDE's Security Program. We are responsible for the security of facilities, equipment, and materials under our control in designated work areas. We understand that a loss of any of these resources or disruption of services could degrade capability to the extent that service to the facility is adversely affected. Our Executive Housekeeper is responsible for ensuring that all equipment is provided with the appropriate safeguards.

## **EQUIPMENT SAFETY**

PRIDE purchases its equipment through reputable, long-standing suppliers who are well versed in the safety and condition standards required within a hospital housekeeping environment. It is through our strong relationship with these vendors that PRIDE can ensure that its equipment will be in good repair and will comply with all government safety standards and all Joint Commission standards for nonclinical electrical equipment. All equipment will be visually inspected for such flaws as loose wires and switches, cracks in wiring, exposed wiring, loose prongs, missing ground prongs, etc. Any equipment that the CHCF personnel considers in disrepair or unsafe shall be removed from the CHCF and replaced with equivalent equipment that is in good repair and meets the specifications contained herein. PRIDE will execute this replacement through its network of equipment vendors in the local area, who can ensure rapid replacement on either a temporary or permanent basis. PRIDE will inspect all electrical equipment at least annually and after maintenance work is performed, and maintain documentation of these inspections. These records and equipment will be available for CHCF inspection at any time.

## **PERSONAL PROTECTIVE EQUIPMENT (PPE)**

Personal protective clothing and equipment will be provided based on the duties of the employee. Supervisors will ensure that employees wear and utilize all personal protective clothing and equipment necessary to accomplish their assigned duties. PPE will be used and maintained in a sanitary and reliable condition. PRIDE will work with CHCF personnel if employees need medical clearance and annual fit testing for the required N-95 respirators. Personal Protective Equipment requirements include, but are not necessarily limited to, the items below:

- Scrubs or gowns, surgical caps, shoe covers, and surgical mask.
- Disposable gowns, gloves, mask, N-95 respirators, and eye protection for standard and transmission-based precautions
- Rubber aprons, safety gloves/shoes, and rubber clothes

## **IMMUNIZATIONS**

PRIDE has established an agreement with a local health care facility to schedule employee immunizations in the most expeditious manner possible. PRIDE employees will be properly screened and medically cleared (to include required immunizations) with proper and complete documentation prior to working on-site at CHCF. Annually, Our Executive Housekeeper will submit a copy of a medical release or certificate obtained within the previous 12 months for each PRIDE employee, stating that each employee meets all of the contract's employment health requirements, to include immunizations. Immunizations are scheduled immediately following the successful results of prospective employee drug testing and PRIDE's background check. Our Executive Housekeeper will maintain employee medical clearances or certificates issued by a source approved by the state and will have those documents available for government inspection by CHCF personnel.

The following immunizations, to include pre-employment screenings, are the minimum requirements essential for PRIDE employees under this contract:

1. Tuberculosis Screening will follow the "Uniform Tuberculosis Clearance Procedures for all Hospital and Medical Facilities Branch Programs," as established by the State Health Department, to include 2-step purified protein derivative (PPD), if necessary.
2. Intradermal purified protein derivative (IPPD) (Mantoux Intermediate Strength Purified Protein Derivative 5 Tuberculin units (PPD 5-TU)), unless contraindicated, PRIDE employees will have documentation of IPPD test results not older than 12 months. Employees with undocumented or expired IPPD test results shall not be permitted to work.
3. PRIDE employees with positive tuberculin reactions will have documentation of chest-x-ray results not older than 12 months. Employees with undocumented or expired chest x-ray results will not be permitted to work. Chest x-ray retesting of positive tuberculin reactors will be required every 12 months, or as needed if symptomatic.
4. PRIDE employees will undergo screening tests for the presence of Rubella, Rubeola, Mumps and Varicella antibodies; employees with non-protective titers will be immunized. If an employee has had screening tests for the presence of Rubella, Rubeola, Mumps and Varicella antibodies and can obtain a statement from a physician or authorized official attesting to the fact that the employee has a protective Rubella, Rubeola, Mumps and Varicella titers, the immunizations will not be required.
5. Diphtheria-Tetanus: PRIDE employees are required to have a Diphtheria-Tetanus immunization within the past 10 years and a one-time vaccination of the Tetanus-Diphtheria-Pertussis (Tdap).
6. Polio: PRIDE employees are required to have a completed series of Polio vaccine.
7. All employees will have a screening test for the presence of Hepatitis B Surface antibodies demonstrating immunity, or must provide proof of the three-shot Hepatitis B vaccination series. The Hepatitis B series will be made available to them within 10 working days of their initial assignment.
8. All employees are required to have an annual influenza immunization.

Also, any PRIDE employee considered by CHCF Personnel to be infectious to patients or to health care facility personnel in accordance with CHCF guidelines will not be permitted within the premises

## JANITORIAL AND CLEANING

PRIDE performs custodial services for over 22 million square feet of cleanable space for commercial, public, and government agencies. PRIDE specializes in providing sustainable and Leadership in Energy and Environmental Design (LEED)-compliant, green custodial services.

PRIDE uses technology to schedule and track client needs and perform trends analysis, as well as give corporate executives transparency. PRIDE utilizes Janitorial Management System (JAMS), a web-based system for Quality Control (QC) management of diverse commercial and government janitorial contracts. This system can be customized to any scope of work, service frequency, size, and number of facilities. It is designed to expedite the reporting component of contract management for all PRIDE contracts and is based on ISO 9001:2008 QC processes.



One of the biggest advantages of JAMS is that field staff are equipped with mobile devices that allow real-time placement of service requests and an automatic system for communicating, tracking, and measuring quality deficiencies to quickly resolve problems using the following five (5) step process:

1. Define Work Expectations: What does each employee need to achieve?
2. Communicate Requirements: Training, work instructions, and supervision.
3. Optimize Work Flow: Scheduling, service requests, periodic work, maintenance, special events, and backup personnel.
4. Measure Performance and Ensure Immediate Corrective Action: Quality, consistency, efficiency, and reporting.
5. Long Term Preventive Action: Planning, tracking, training, and supervision work plan management in JAMS.

*For this contract we will use JAMS software to provide the both CDCR and our PRIDE management team the visibility to see how we are really doing.*

## QUALITY CONTROL AND QUALITY ASSURANCE INSPECTIONS

All PRIDE's commercial custodial contracts operate under ISO-compliant Quality Control Plans (QCPs) which apply to all PRIDE personnel operating under commercial custodial contracts and are reviewed periodically to ensure the effectiveness of the quality system. *Individual QCPs incorporate contractual requirements and customer expectations with corporate level documentation (processes, procedures, plans, policies, and manuals).*

PRIDE's QCPs are designed to ensure detection, notification, and correction of conditions that are adverse to quality and prevent the level of performance from becoming unacceptable through the following measures:

- Surveillance Monitoring & Measurement
- Trends Analysis and Continuous Improvement
- Escalation of Corrective Action
- Internal Operational Audits
- Joint Audits
- Business Reviews

PRIDE's QCPs are reviewed and approved by the Vice President of Quality, giving corporate control.

### **INSPECTION RESULTS BY LOCATION**

Analysis of inspection results for a specific facility location enables management to pinpoint whether personnel or process issues are the root cause of a performance issue. For instance, if a particular employee was performing below standard on all or many of their tasks, this analysis would highlight the problem and the management team could address the issues directly with that employee. If a performance issue is only presenting on a particular location or location type, it may point to a needed process, equipment, or material improvement, not a performance issue with a particular employee. We will use tools such as the Detailed Quality Summary to identify early on trends for correction and mentor PRIDE direct staff in corrective action.

### **FREQUENCY OF MONITORING**

Managers and supervisors perform inspections on a daily, weekly, and monthly basis. The results of those inspections are compiled and available for management review. In addition to our own quality control measures, PRIDE focuses on direct customer feedback. It is important that PRIDE establishes an open line of communication with our customers via electronic survey, business review meetings, and joint janitorial audits to provide quality service.

### **ENVIRONMENTALLY FRIENDLY JANITORIAL PROCESSES**

*Our company is committed to supporting the County's Environmental Preferable Purchasing policy by integrating green-friendly products and minimizing environmental impact as summarized herein:*

- PRIDE has had an *Environmental Policy* in place since 1997.
- Our current *Green Cleaning Policy* addresses LEED-compliant custodial processes, Design for Environment standards, state and federal laws (to include the EPA Comprehensive Procurement Guidelines) and commercial and government customers' requirements.



PRIDE is a leader in Green Building Services, holding the Cleaning Industry Management Standard Green Building (CIMS-GB) with Honors Certification. We are one of only approximately 160 companies in the country that has this certification, and then, only 150 have the GB (Green Business) designation. In October 2013, PRIDE Industries competed a comprehensive assessment by an independent, accredited CIMS assessor to demonstrate its delivery of consistent, quality service, and commitment to efficient operations and continuous improvement. As a result, PRIDE proved it compliance with the five core principles of the Standard: Quality systems; Service Delivery; Human Resources; Health, Safety, and Environmental Stewardship; and Management Commitment. Compliance with the CIMS-GB criteria authenticates PRIDE's commitment to delivering green and sustainable cleaning programs.

PRIDE has developed its own Green Cleaning system, The PRIDEClean® Process, which works because all aspects of the process focus on reducing labor, eliminating physical contaminants, and managing waste. At each stage in the process, time, money, and the environment are saved.



The goal of the PRIDEClean system is to help the employee get the cleaning job done quickly and correctly. By using pure water, green chemicals, and tools designed to most efficiently perform the job correctly, a PRIDEClean employee can deliver a predictable outcome— a clean facility with *less waste than any other commercial cleaning process*. PRIDE also incorporates Pure™ Disinfectant - Touch Point Program into the PRIDEClean system. PRIDE uses the latest industry technology to disinfect cleaned surfaces and 'touch points' in buildings. All PRIDE janitorial staff and managers are trained on how to clean key touch point locations for the facilities they service, and they incorporate a systematic approach into their cleaning routes.

#### PRIDE's "Pure" Disinfectant - Touch point Program

PRIDE uses that latest technology in the industry disinfect cleaned surfaces and building touch points. All housekeepers are trained on the location of key touch points throughout the facility and they are incorporate into their routes in a systematic approach. The technology behind Pure disinfectant allows the residual to stay on the applied surface for up to 24 hours which is far superior to traditional products. This means that building occupants will have more protection from germ caused illness.

As required by CDCR, we will provide ATP testing that monitors sanitation levels.

PRIDE Industries was named a 2015 Safer Choice Partner of the Year award winner for its outstanding achievement in the development, distribution and promotion of its PRIDEClean® products. PRIDE Industries is among 21 Safer Choice Partner of the Year award winners announced June 5, by the U.S. Environmental Protection Agency (EPA) for 2015.

To qualify for the Safer Choice (formerly "Design for the Environment") label, a product must meet EPA's Safer Choice Standard, which includes stringent human and environmental health criteria. The Safer Choice Program currently has nearly 500 formulator-manufacturer partners who make more than 2,000 products for both retail and institutional customers.

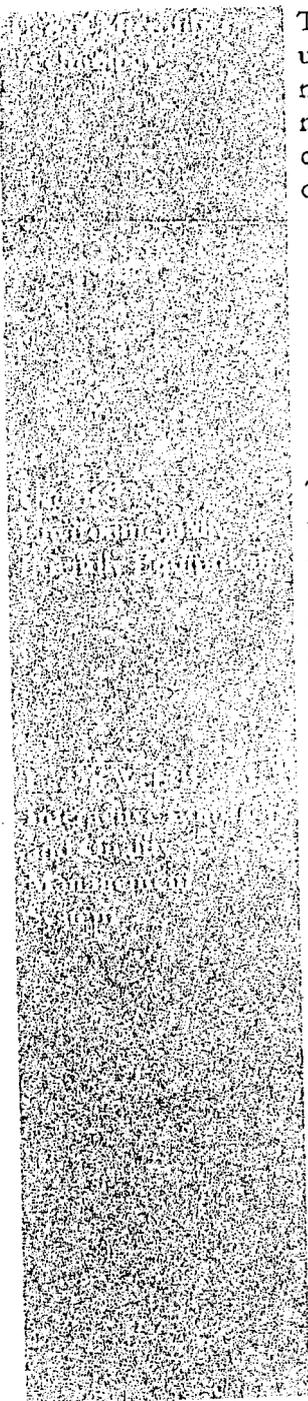
PRIDE Industries' participation in the Safer Choice Program resulted in the PRIDEClean product line – used in our social business enterprises and distributed through others. Like most companies focused on sustainability, we feel a responsibility to our customers to use the best products possible with the safest formulas.

The PRIDEClean product line is the result of an exclusive agreement with a custom blender/manufacturer to meet the stringent requirements of the EPA's Safer Choice Program. PRIDEClean products contain no ammonia, no toxic by-products, and are biodegradable. Field-tested in some of the most demanding environments, high-performance PRIDEClean products are environmentally friendly, cost-efficient and help companies earn points under the LEED Green Cleaning Products and Materials Credit.

In performing the work, PRIDE Industries will deploy our PRIDEClean process for color-coding, cleaning tools, cleaning chemicals and cleaning equipment. This process is designed to prevent the spread of contamination, reduce exposure of harmful chemicals to personnel, and reduce the overall environmental impact. The PRIDEClean product line for this contract will consist of four (4) UL-listed, private label, industrial-strength cleaning products, five of which are recognized by the Safer Choice Program, formerly known as the Design for the Environment (DfE) program, a U.S. Environmental Protection Agency that works with individual industry sectors to improve human and environmental health.

**PRIDE's PRIDEClean Process**

Process	Description	Purpose	Benefit
	<p>Our exclusive custom-blended and PRIDE Industries-packaged PRIDEClean Products carry the EPA Safer Choice Program (formerly Designed for Environment - DfE) registration ensuring the safest possible and most environmentally friendly ingredients.</p>	<p>Designed to reduce the amount of harsh chemicals that building occupants, visitors and cleaning personnel are exposed to.</p>	<p>Safer Choice certification ensures the safest possible products - PRIDEClean high-dilution ratios create less waste at reduced costs without sacrificing quality - Color-coded MSDS sheets saves time in case of emergency</p>



The PRIDEClean process uses color-coded microfiber towels and mops to eliminate cross contamination between cleaning areas

Microfiber products provide customers with a high-quality, healthy and sustainable approach to cleaning their facilities. They provide PRIDE employees with a safe, time-efficient tool to get the job done.

- Reduced water consumption
- Reduced chemical usage
- Reduced cleaning time
- Reduced risk of cross-contamination

The PRIDEClean Process uses only equipment specifically designed and certified to improve indoor air and environmental quality.

Low-emission and HEPA-filtered equipment enhances indoor air quality while improving cleaning efficiency and quality

- Conserves power and water
- Filtered exhaust improves air quality
- Reduces noise levels
- Effectively removes cleaning agents for a healthier workplace

The PRIDEClean Process employs a web-based software system in conjunction with handheld wireless communication devices to effectively plan, assign, track and inspect services on a daily basis.

Efficient technology for inventory control monitoring of paper and cleaning product consumption to reduce environmental footprint. Personnel scheduling and management to drive cost savings and efficiency. Management visibility into every level of contract operations.

- Documented services, task and frequency
- Documented service inspection and audit results
- Documented preventative maintenance for all equipment
- Improved productivity and communication
- Effective personnel management in ISO, SIMS and LEED environments.

As a recognized industry leader, PRIDE has implemented award-winning LEED-compliant Custodial processes, and services buildings that are **Platinum-Certified** by the **U.S. Green Building Council (USGBC)**. PRIDE is responsible for over 22 million square feet of LEED-compliant and green cleaning services across the nation.



### **DEMONSTRATION OF SPECIFIC GREEN CLEANING IMPLEMENTATION**

*PRIDE is CIMS-GB with Honors certified and use Green Practices at all times.* While we perform LEED-compliant service for all janitorial customers we are providing the following customers as examples where PRIDE has helped the following customers achieve and retain compliance:

- VSP Vision Care: Green Solutions
- University of California at Davis

#### **Example 1, VSP Vision Care: Green Solutions:**

- Utilization of Green Seal certified chemicals and bio-renewable cleaning products
- Comprehensive recycling programs
- Employ high-efficiency filtered and microfiber cleaning equipment
- Employ LEED-compliant cleaning processes to reduce chemical and product usage, while increasing cleaning effectiveness and improving air quality
- Over a period of two years, PRIDE designed and implemented VSP processes for recycle management and environmentally friendly custodial services, which contributed to VSP receiving Platinum Certification LEED-EB for its facility (one of only 14 facilities in the nation to achieve this level at the time of certification in August of 2008).
- Aided VSP in reducing overall waste in their flagship headquarters building by 82%.
- PRIDE adjusted custodial hours, allowing VSP to shut down the building six (6) hours earlier than previously, which resulted in significant energy savings.
- PRIDE completed the project with no fiscal impact to VSP management techniques that comply with LEED principles.

#### **Example 2, University of California at Davis**

- Maintain a Zero Waste Stadium
- Perform services at Mondavi Center of Performing Arts, a very large LEED-compliant facility

PRIDE supports customer environmental commitments by integrating earth-friendly practices into facilities care, sourcing green products, and minimizing environmental impact through responsible practices. PRIDE's solutions have helped leading corporations achieve and maintain key LEED building certifications and EPA recognition. We strive for (and will not tolerate anything less than) environmental excellence. As an organization, we work toward making our Environmental Management System (EMS) a recognized bookmark in our industry:

- PRIDE's EMS is built upon a foundation of people, processes, and public trust.
- Integrated technique allows us to leverage new business and minimize insurance costs.
- EMS is built upon technical training, innovative process design, and community partnership in a way that delivers operational excellence and sustainable development.
- We position ourselves to be in a role as a community and industry leader.

## GREEN CLEANING PROGRAM

### ENVIRONMENTAL STEWARDSHIP

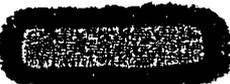
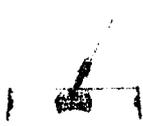
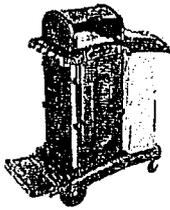
PRIDE takes environmental responsibility and sustainability very seriously. We created an environmental policy as early as 1997, and since that time, we have continually revised this policy, adding an extensive set of processes and procedures in response to Green Standards (including LEED and Design for Environment standards), state and federal laws (to include the *EPA Comprehensive Procurement Guidelines*), and other commercial and government customers' requirements. By late 2009, PRIDE began development of PRIDEClean, a vertically integrated custodial cleaning model. The objective of the model was to develop a uniform green cleaning program integrating green chemicals, efficient green cleaning processes, tools, and training that yields common results at every work site where the process is adopted. Part of this process involved partnerships with major suppliers in the related fields including paper, floor finishes, and disinfectants. Bringing these additional resources to the PRIDEClean model has yielded quality results, reduced environmental impacts, and generated net cost savings. *PRIDE also collaborates with customers for proven waste and recycling management programs to achieve more points for certification, ultimately resulting in a green, sustainability-focused culture at all our service locations.*

### TRAINING WITH ENVIRONMENTAL STANDARDS IN MIND

Our PRIDEClean training program is an interactive hands-on session where employees perform tasks under supervisor direction (Training addresses tools, chemicals, and processes). The method helps us to create a healthier work environment and improves the quality of service we provide to our customers.

Some tools used to deliver safe, consistent, and efficient cleaning service are:

- Clean Process Water
- Precisely Mixed Green Chemicals (Utilizing Color and Number-Coding)
- Color-Coded Microfiber Towels and Mop Pads

<b>Figure 7. PRIDEClean® Tools, Chemicals, and Equipment</b>	
<b>Microfiber Color Coding System</b>	
	Red microfiber clothes are only to be used in the restrooms and only with the appropriate cleaner for the surface. This would include walls, counters, partitions, fixtures, trash cans, mirrors, and sinks.
	Orange microfiber clothes are to be used for general cleaning of counters, tables, walls, doors, railings and any other surface excluding restrooms and glass surfaces.
	Blue microfiber clothes are to be used for glass and stainless steel cleaning in any location except restrooms.
	Blue flat mop heads will be used for mopping of all floors except in the restrooms. Clean pads can also be used in conjunction with flat mop heads for cleaning large wall or surface areas in a more timely and thorough fashion.
	Blue flat mops with a RED border will only be used to mop restroom floors. Clean pads can also be used with the flat mop heads to clean restroom walls and large surfaces.
	Microfiber dust mop will be used on a flat mop head for dusting large surfaces or walls.
<b>Tools and Cleaning Chemicals</b>	
	Microfiber Flexible Duster is used for dusting around fragile objects, under furniture, ceiling vents, blinds, walls, and light fixtures. Use with extension wand for items above 6 ft. Duster can be rinsed in custodial sink as it becomes saturated with soil and dried for next use.
	Flat mop heads and handles will be used for mopping all floor surfaces. The color of the mop head will depend upon the surface location.
	Housekeeping carts are constructed of a non-porous material, have a low platform for mop buckets, mop wringer, and other gear with compartments for tools and cleaning supplies, and a trash collection device. Housekeeping carts will be lockable and are kept locked to prevent entry by unauthorized personnel and patients.

	<p><b>#1 PRIDE Clean Green Glass &amp; Mirror Cleaner</b> for use on all glass, mirror and stainless surfaces. Required protective equipment includes safety glasses and gloves. For more information consult product SDS. DFE Certified product/LEED Compliant.</p>
	<p><b>#3 PRIDE Clean Multipurpose Cleaner</b> for use on general cleaning surfaces such as tables, chairs, counters, fixtures, and doors. Required protective equipment includes safety glasses and gloves. For more information consult product SDS. DFE Certified product/LEED Compliant.</p>
	<p><b>#5 PRIDE Clean Green Neutral Cleaner</b> Used in the mopping waxed and non-waxed floors. Required protective equipment includes safety glasses and gloves. For more information consult product SDS. DFE Certified product/LEED Compliant.</p>
	<p><b>PURE Hard Surface Disinfectant</b> provides an unparalleled combination of high efficacy and low toxicity with 30-second bacterial and viral kill times and 24-hour residual protection. PURE Hard Surface is also registered for use on food contact surfaces and is gentle enough to be used in the presence of children and the chemically sensitive. EPA registered hospital disinfectant</p>
<p><b>Hard Surface Floor Operations (BOOST™ Technology) Equipment</b></p>	
	<p><b>ProTeam:</b> Less than 66 decibel with HEPA filtration used to vacuum rugs and carpets. Used in conjunction with the “side winder” tool it increase productivity by 1/3 and reduces operator fatigue.</p>
	<p><b>Clarke Focus II Auto scrubber:</b> Featuring “BOOST” technology &amp; AGM batteries. These units will be used to restore hard surfaces in larger areas as well as perform daily mopping requirements. This technology reduces water consumption by 55% over conventional stripping methods as well as eliminating the need for harsh chemicals.</p>
	<p><b>Windsor Lighting Burnisher 2000:</b> Used to high-speed burnish waxed tile floors or other surfaces in need of restoration. This unit has a dust collection system using a filter bag to improve indoor air quality.</p>
	<p><b>Windsor Storm Floor Scrubber 20”-</b> A standard electric floor scrubber used to strip or scrub old floor finish or using a brush to clean ceramic tile/grout.</p>

	<p><b>Windsor Recover 18 Wet Vacuum</b> – Used to pick up scrubbing or stripping solution in floor restorative process. Also used to quickly respond to flooded areas and removal of up to 18 gallons of water before dumping.</p>
<p><b>Equipment Used for Carpet Cleaning Operations</b></p>	
	<p><b>Windsor Presto Carpet Spotter</b> – Used by janitorial personnel to remove any carpet spots on a nightly basis.</p>
	<p><b>Windsor Dominator 17 Carpet Extractor:</b> Used with Glide Wand to efficiently extract carpet and upholstery surfaces without worker fatigue. Approved by CRI.</p>
	<p><b>Windsor Windhandler:</b> Used by technicians to assist in drying restrooms, tile and carpet areas. Allows for efficient carpet and floor restoration while improving safety.</p>

All Safety Data Sheets (SDS) will be provided prior to award of contract for approval.

### UNIFORMS

PRIDE will provide all housekeeping employees with a uniform or surgical scrubs that are distinctive in design and color. The uniform will display PRIDE's logo. These uniforms will identify our staff to the CHCF officers and personnel.

### BADGES

All Housekeeping Employees and Management will display an identification badge is hospital/ward/clinic-specific. Badges will be secured using a clip-on mechanism. Our Executive Housekeep will carry a list of current employees and will continuously monitor personnel to ensure compliance with this policy. Any person found violating the policy would be disciplined. If any person is found wearing a badge that does not belong to him or is expired (as in the case of terminations), he will be immediately reported to the CHCF personnel.

### COMMUNICATION AND REPORTS

As part of transition, PRIDE leadership *proactively* validates all client expectations as part of contract kick-off, ensuring contract deliverables are captured via a *Quality Control Plan*. Quality Control is then managed over the contract life through use of a **customizable Janitorial Management System (JAMS)**, which allows our company to quickly identify the status of contract deliverables and to

generate reports. An additional feature of the software is that it affords the City the ability to create service requests via e-mail, which are then tracked, reported, and closed out in the system. Daily communications can occur with an on-site Project Manager and/or Night Supervisor. Upon award, an *Escalation List* that includes points of contact in the chain of command and other corporate resources such as the number for the Custodial Trainer and Safety Manager.

Periodic reviews occur as frequently as directed in the client. At minimum, PRIDE schedules *Quarterly Business Reviews* (QBR), where the Project Manager is responsible for briefing the client, and there is the ability to obtain client feedback. Unannounced *Joint Audits* are performed with our clients.

The internal communication plan for PRIDE is essentially the same as the organizational chart listing with the Executive Housekeeper communicating with the CDCR and PRIDE corporate.

A sampling of the reports that we regularly provide our other clients are as follows (Covers Type of Reports and the Information Provided in Reports) on the pages following:

- **Deficiency Report by Main Location:** Quickly summarizes any deficiencies found at individual customer sites, which serves as a useful reference when there are a variety of buildings attached to the same contract vehicle.

<u>Deficiency Report by Main Location</u>						
						Period: 12/01/2013 - 12/31/2013
						Print Date: 12/10/2013
Main Location: City of Brea Art Gallery						
Inspection	Date	Deficiency	Work Type	Room Number	Inspector	Status
39510699	12/03/2013	Detail Clean Door Frame	Break Room	Break Room	Christina Rodriguez	Passed
Dust on Door Frame/Vents						
39510701	12/30/2013	Dust tops of Shelving	Office	Office	Christina Rodriguez	Passed
Dust on Furniture						
39510702	12/30/2013	Scrub Metal on Drain/Flush with Water	Restroom	Restroom Public Mens	Christina Rodriguez	Corrected
Dirt on Drain						
39510703	12/27/2013	Spot Clean Carpet in Front of Exit	Lobby	Lobby	Christina Rodriguez	Passed
Spots on Carpet						
39510704	12/27/2013	Wipe Hand Prints from Display Window	Exhibition Floor	Exhibition Floor	Christina Rodriguez	Passed
Marks/Spots/Smudges on Glass Surfaces						
39510706	12/20/2013	Sweep Exterior Stairs again due to Windy Weather.	Exterior	Exterior	Christina Rodriguez	Passed
Dirt on Steps						

- **Quality Summary:** A *Quality Summary* quickly summarizes the number of inspections (and subsequent results), provides a summary of findings by room/area (also known as work group), and allows for succinct trends analyses about common causes of deficiency, which helps PRIDE identify where efficiencies can be achieved through ongoing training/supervision.

<b>Quality Summary</b>						
					Print Date:	12/30/2013
					Period:	12/01/2013 - 12/31/2013
<b>Main Location: City of Brea Art Gallery</b>						
<b>Number of Passed and Failed Inspections</b>						
Passed #	Corrected	Failed	Number of Inspections	Original Score (%)	Corrected Score (%)	
7	1	0	8	96.76 %	97.38 %	
<b>Quality Score by Work Group</b>						
Work Group	Passed	Corrected	Failed	Number of Inspections	Original Score (%)	Corrected Score (%)
Break Room	1	0	0	1	96.36 %	96.36 %
Conference Room	1	0	0	1	100.00 %	100.00 %
Custodial Closet	1	0	0	1	100.00 %	100.00 %
Exhibition Floor	1	0	0	1	98.00 %	98.00 %
Exterior	1	0	0	1	96.00 %	96.00 %
Lobby	1	0	0	1	98.40 %	98.40 %
Offices	1	0	0	1	94.29 %	94.29 %
Restroom	0	1	0	1	95.00 %	100.00 %
<b>Common Causes of Deficiency</b>						
Work Group	Deficiency		Number of Deficiencies			
Drain	Dirt on Drain		1			
Stairs-Steps	Dirt on Steps		1			
Door	Dust on Door/Frames/Vents		1			
Furniture	Dust on Furniture		1			
Surfaces-Glass	Marks/Spots/Streaks on Glass Surfaces		1			
Carpet-Spot Removal	Spots on Carpet		1			
JAMS - Janitorial Management System						
				City of Brea Art Gallery		Page 1 of 1

- **Scheduled Periodic Work Summary:** The *Scheduled Periodic Work Summary* is effective as a tool for determining who is responsible for upcoming periodic cleaning functions required by the contract, i.e., whether a subcontractor or PRIDE will be performing the work.

<u>Scheduled Periodic Work Summary</u>									
<input checked="" type="checkbox"/> Main Location: City of Brea Art Gallery							Date Range: 12/01/2013 - 01/31/2014		
							Print Date: 12/30/2013		
PW Number	Scheduled Date	Completion Date	Work Group	Description	Sub Location	Assigned To	Work Start Time	Work End Time	Comments
449897	01/03/2014		Carpet Extract		PW/PW/Carpet Extract	Floor Tech			
449898	01/06/2014		Window Outside		PW/PW/Windows Exterior	PRIDE Custodian			
449899	01/07/2011		Window Inside		PW/PW/Windows Interior	PRIDE Custodian			

JAMS - Judicial Management System Page 1 of 1

## CUSTOMER SERVICE

PRIDE's leadership team is committed to customer service at a level that other companies have difficulty replicating. PRIDE's non-profit emphasis to "create jobs for people with disabilities" and change perceptions affects a very strong company culture of pride in workmanship;

## CORPORATE COMMITMENT

PRIDE leadership recognizes that PRIDE's reputation is everything. PRIDE leadership ensures custodial and administrative staff understand client needs, are trained to customer service expectations, lead transition of contracts, remain on the ground as long as it takes to stabilize operations, communicate as frequently as each client desires, and visit clients over the contract life. As regularly as needed, and *no less than quarterly*, our management team travels to customer sites to meet with customers and review any contractual or operational concerns.

Below is an e-mail that our Human Resources Department received from a person who noticed a PRIDE worker during his normal work day.

*E-mail sent by Kim Mitchell to PRIDE HR, March 12, 2013*

"To Whom It May Concern, I flew home Monday morning to Chicago from the Sacramento airport and had the pleasure of encountering one of your fine employees, a Mr. Eric McCollough. My husband and I were eating lunch and waiting for our flight home. As I watched Mr. McCollough work, I was swept away by the **enthusiasm** he had for his work. He was being **friendly and respectful to customers**. I even heard him tell a busy family with several small children not to worry about clearing their table... that he would do it for them. I watched him on the ground, crawling under tables to wipe up messes left by customers. He was **busy and swift** in his work while managing to not make us feel rushed to leave. His demeanor was such that if someone had told me that Mr. McCollough was the owner of the company, filling in because someone failed to show up for their shift... I'd have believed it! When I complimented him on a job well done, Mr. McCollough told me the reason that he was so **efficient** was because he **loved his job**, he **loved taking care of people**, and he was **proud of the company that he worked for**. I decided many years ago that if the public has a right to complain about bad service, they also have the responsibility to praise a job well done. In my life, I have made it a practice of trying to let folks know when I see one of their employees going **above and beyond the call of duty**. Mr. McCollough certainly fits that description".

## CONTACT PROCESS

PRIDE employees are asked to welcome customers who *entrust our organization* with a challenge or concern. They are asked to **take personal accountability** by looking at themselves as the customer's partner in finding that solution. In the event that they cannot address the concern on their own, the employee puts the concern into writing and ensures that they fully understand the concern. They ask the customer for their phone number so that they can communicate when and how the problem was resolved. *The employee approached retains ownership for resolving the problem or concern, whether they personally resolve the problem or collaborate with a supervisor to resolve the problem.*

## FOLLOW-UP PROCESS

The employee either resolves the problem personally or utilizes their immediate supervisor as a resource. Once the appropriate corrective action has been determined and/or performed, the employee approached by the customer and/or supervisor call the customer back to identify how the problem or concern has been resolved.

**TRACKING CUSTOMER SERVICE**

Anytime that a customer comes forward to identify a concern or complaint, the employee is held accountable for reporting so that it is placed in PRIDE's Janitorial Management Software (JAMS) system. JAMS allows supervisors, managers, PRIDE corporate, and, ultimately, our customers, to identify incomplete service requirements (whether brought to our attention through our own surveillance monitoring or through the feedback of anyone outside our organization). JAMS allows us to identify corrective actions and trace when actions are completed. Management conducts announced and unannounced inspections and performs trends analyses to dedicate appropriate resources and training to problem areas and perform continuous improvement.

Deficiency Report by Main Location

Period: 12/01/2013 - 12/31/2013  
Print Date: 12/23/2013

Main Location: City of Brea Art Gallery

Inspection	Date	Deficiency	Work Type	Room Number	Inspector	Status
39510699	12/20/2013	Detail Clean Door Frame Dirt on Door/Frames/Vents	Break Room	Break Room	Christina Rodriguez	Passed
39510701	12/20/2013	Dust tops of Shelving Dust on Furniture	Offices	Office	Christina Rodriguez	Passed
39510703	12/20/2013	Scrub Metal on Drains/Floor with Water Dirt on Drains	Restroom	Restroom Public Mens	Christina Rodriguez	Corrected
39510703	12/27/2013	Spot Clean Carpet in Front of Exit Spills on Carpet	Lobby	Lobby	Christina Rodriguez	Passed
39510704	12/27/2013	Wipe Hand Prints from Display Window Marks/Spots/Smudges on Glass Surfaces	Exhibition Floor	Exhibition Floor	Christina Rodriguez	Passed
39510706	12/20/2013	Sweep Exterior Stairs again due to Windy Weather Dirt on Steps	Exterior	Exterior	Christina Rodriguez	Passed

JAMS - Janitorial Management System

City of Brea Art Gallery

Page 1 of 1

As established throughout this proposal, PRIDE is well versed in what CDCR requires in a janitorial service. Our experience, customer service, along with process and procedures, allows us to confidently guarantee your satisfaction in allowing us to service your janitorial needs.

**LETTERS OF RECOMMENDATION**



**COUNTY OF PLACER  
FACILITY SERVICES DEPARTMENT**

Phone 530-886-4900 Fax 530-889-6809  
[www.placer.ca.gov](http://www.placer.ca.gov)

MARY DIETRICH, DIRECTOR  
VALERIE BAYNE, ADMIN. SVS. MANAGER  
MARK RIDEOUT, DEPUTY DIRECTOR  
BILL ZIMMERMAN, DEPUTY DIRECTOR

May 28, 2014

To Whom It May Concern,

I am pleased to write this letter recommending PRIDE Industries as a Custodial Services provider.

PRIDE has performed these services for Placer County since 2008, and their management and crews have provided flexible and service-oriented performance over the duration of the contract. PRIDE, over the past six years, has taken a professional-proactive approach that is evident by their service performance.

In rating of PRIDE's performance, PRIDE's performance is excellent.

PRIDE Industries mission, to create jobs for people with disabilities, has never impacted the quality of service they provide, and adds tremendous value to their contract performance.

If you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Dennis Hughes".

Dennis Hughes  
(530) 889-6832  
[dhughes@placer.ca.gov](mailto:dhughes@placer.ca.gov)

11478 C Avenue Auburn CA 95603  
Entrance at 2855 2nd Street

Administration – Building Maintenance – Capital Improvements – Museums – Parks  
Property Management – Environmental Engineering – Utilities



JIM JONES  
Acting Director

County of Los Angeles  
**INTERNAL SERVICES DEPARTMENT**

1100 North Eastern Avenue  
Los Angeles, California 90063

Telephone: (323) 267-3100  
FAX: (323) 881-0132

*"To enrich lives through effective and caring service"*

November 5, 2013

To Whom It May Concern:

This serves to convey to you that as the Custodial Division Manager of Los Angeles County Internal Services Department (ISD), I recommend Pride Industries One, Inc. (Pride) to be considered as your service provider.

Pride has been our most reliable and responsive contractor at our disposal since the inception of their contract in February of 2012. They have proven themselves to be responsive to our needs, compliant to our contract, and immediately take corrective actions when necessary.

Pride has been awarded two substantial County contracts and currently maintains approximately 55 Los Angeles County facilities with an annual contract value of over \$6.5 million. The selection of Pride for each contract was made after careful consideration and with high expectations. Pride has proven their ability to meet our expectations in all categories including, but not limited to, staffing, quality assurance, financial stability, and cost. In addition to the \$6.5 million of routine monthly services, Pride also provides approximately \$.08 million annually of as-needed/one-time services to the County of Los Angeles.

It has been a pleasure to work with Pride's operation and management teams and I look forward to our continuing partnership. Together we are achieving the Los Angeles County Customer Service Goals and as a team we strive to exceed their expectation. To that end, our success is dependent upon Pride's performance, which I greatly appreciate and recommend to you for consideration.

Sincerely,

A handwritten signature in cursive script, appearing to read "Laura M. Lambertson".

Laura Lambertson, Division Manager  
ISD - Custodial Services Division

**PRICING**

**CDCR / California Healthcare Facility, Stockton (CHCF)**

<b>Area</b>	<b>Monthly</b>	<b>Annual</b>
FSS	\$ 57,284.48	\$ 687,413.73
Visitors Center	\$ 12,390.03	\$ 148,680.38
Yard A	\$ 93,271.70	\$ 1,119,260.36
Yard B	\$ 351,709.70	\$ 4,220,516.42
Yard C	\$ 258,438.01	\$ 3,101,256.06
Yard D	\$ 266,090.56	\$ 3,193,086.71
Yard E / Annex	\$ 12,390.03	\$ 148,680.38
PRIDE Clean Chemical Option	\$ 7,462.89	\$ 89,554.70
<b>Total with PRIDE Clean</b>	<b>\$ 1,059,037.40</b>	<b>\$ 12,708,448.74</b>
<b>Total without PRIDE Clean</b>	<b>\$ 1,051,574.50</b>	<b>\$ 12,618,894.04</b>

- This pricing reflects fixed costs that are allocated across each location. PRIDE would need to revisit this cost distribution in the event the number of locations and hours are adjusted.
- It is PRIDE's understanding that some of these facilities are in need of restoration to varying degrees. As part of our solution, we would need to provide additional pricing to restore these facilities once we have a chance to view the areas.

# BCP Fiscal Detail Sheet

BCP Title: Receiver - California Health Care Facility Janitorial Services

DP Name: 5225-033-BCP-DP-2016-GB

## Budget Request Summary

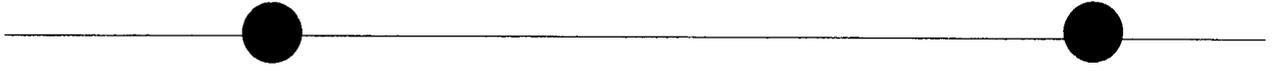
	FY16					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Positions - Permanent	2.5	5.0	5.0	5.0	5.0	5.0
<b>Total Positions</b>	<b>2.5</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
Salaries and Wages						
Earnings - Permanent	85	170	170	170	170	170
<b>Total Salaries and Wages</b>	<b>\$85</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>
Total Staff Benefits	56	113	113	113	113	113
<b>Total Personal Services</b>	<b>\$141</b>	<b>\$283</b>	<b>\$283</b>	<b>\$283</b>	<b>\$283</b>	<b>\$283</b>
Operating Expenses and Equipment						
5301 - General Expense	3	7	7	7	7	7
5302 - Printing	1	1	1	1	1	1
5304 - Communications	1	1	1	1	1	1
5306 - Postage	0	1	1	1	1	1
5320 - Travel: In-State	1	1	1	1	1	1
5322 - Training	0	1	1	1	1	1
5340 - Consulting and Professional Services - External	6,217	11,826	11,826	11,826	11,826	11,826
5368 - Non-Capital Asset Purchases - Equipment	3	3	0	0	0	0
<b>Total Operating Expenses and Equipment</b>	<b>\$6,226</b>	<b>\$11,841</b>	<b>\$11,838</b>	<b>\$11,838</b>	<b>\$11,838</b>	<b>\$11,838</b>
<b>Total Budget Request</b>	<b>\$6,367</b>	<b>\$12,124</b>	<b>\$12,121</b>	<b>\$12,121</b>	<b>\$12,121</b>	<b>\$12,121</b>

## Fund Summary

Fund Source - State Operations						
0001 - General Fund	6,367	12,124	12,121	12,121	12,121	12,121
<b>Total State Operations Expenditures</b>	<b>\$6,367</b>	<b>\$12,124</b>	<b>\$12,121</b>	<b>\$12,121</b>	<b>\$12,121</b>	<b>\$12,121</b>
<b>Total All Funds</b>	<b>\$6,367</b>	<b>\$12,124</b>	<b>\$12,121</b>	<b>\$12,121</b>	<b>\$12,121</b>	<b>\$12,121</b>

## Program Summary

Program Funding						
4540032 - Facility Operations	0	298	295	295	295	295
4650014 - Medical Other-Adult	6,367	11,826	11,826	11,826	11,826	11,826
<b>Total All Programs</b>	<b>\$6,367</b>	<b>\$12,124</b>	<b>\$12,121</b>	<b>\$12,121</b>	<b>\$12,121</b>	<b>\$12,121</b>



## Personal Services Details

Positions	Salary Information								
	Min	Mid	Max	CY	BY	BY+1	BY+2	BY+3	BY+4
2004 - Custodian Supvr II - CF (Eff. 01-01-2016)				1.5	3.0	3.0	3.0	3.0	3.0
2005 - Lead Custodian - CF (Eff. 01-01-2016)				1.0	2.0	2.0	2.0	2.0	2.0
<b>Total Positions</b>				<b>2.5</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
Salaries and Wages	CY	BY	BY+1	BY+2	BY+3	BY+4			
2004 - Custodian Supvr II - CF (Eff. 01-01-2016)	53	106	106	106	106	106			
2005 - Lead Custodian - CF (Eff. 01-01-2016)	32	64	64	64	64	64			
<b>Total Salaries and Wages</b>	<b>\$85</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>			
Staff Benefits									
5150450 - Medicare Taxation	1	2	2	2	2	2			
5150600 - Retirement - General	16	33	33	33	33	33			
5150800 - Workers' Compensation	4	8	8	8	8	8			
5150900 - Staff Benefits - Other	35	70	70	70	70	70			
<b>Total Staff Benefits</b>	<b>\$56</b>	<b>\$113</b>	<b>\$113</b>	<b>\$113</b>	<b>\$113</b>	<b>\$113</b>			
<b>Total Personal Services</b>	<b>\$141</b>	<b>\$283</b>	<b>\$283</b>	<b>\$283</b>	<b>\$283</b>	<b>\$283</b>			