



November 23, 2009

Mr. Michael Huber
Office of Enterprise Development
City of Indianapolis
200 E. Washington Street, Room 2501
Indianapolis, IN 46204

Dear Michael,

On behalf of UGL Unicco I would like to thank you for extending us the opportunity to present our capabilities to the City of Indianapolis. For over 60 years, UGL Unicco has been a leading service provider of integrated services and customized outsourcing solutions throughout North America. UGL Unicco has been helping its clients by providing creative and flexible "partner-driven" solutions. During this period, UGL Unicco has grown in both strength and depth to \$800 million in annual revenue and 17,000 employees. UGL Unicco maintains an impressive customer retention rate across all business lines of 95%.

UGL Unicco's clients represent the entertainment/public venue, corporate, commercial, education, retail, government and industrial markets. We are proud to include organizations such as Rolls-Royce, Gillette Stadium, TD Garden, Chicago Park District, Massachusetts Convention Center Authority and Air Canada Centre as UGL Unicco business partners. We believe our unique experience and business approach will offer the City of Indianapolis enhanced flexibility and value. Our proposed approach includes many value-added service deliverables that will ensure the City of Indianapolis facilities are maintained with the highest levels of service.

We feel we are the right business partner for the City of Indianapolis and that our solutions will provide the greatest flexibility and value for the short- and long-term goals at the Indiana Convention Center and Lucas Oil Stadium.

Thank you again for providing UGL Unicco with this unique opportunity; we would welcome the chance to meet with your teams and discuss options and solutions. Please feel free to contact me with any questions or concerns and we look forward to speaking with you.

Sincerely,

A handwritten signature in black ink, appearing to read "William Maliff". The signature is fluid and cursive, with a large initial 'W' and 'M'.

William Maliff
Senior Director of Business Development

UGL Unicco
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Chicago, IL 60601
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THIS ENTIRE PROPOSAL IS CONSIDERED CONFIDENTIAL AND PROPRIETARY INFORMATION BELONGING TO UNICCO SERVICE COMPANY (D/B/A UGL UNICCO) AND MAY NOT BE DISTRIBUTED, IN WHOLE OR IN PART, TO ANY PERSON, FIRM OR CORPORATION OUTSIDE OF THE CITY OF INDIANAPOLIS. IN ADDITION, THIS PROPOSAL MAY BE DISTRIBUTED ONLY TO THOSE EMPLOYEES OR AFFILIATES WITHIN THE CITY OF INDIANAPOLIS WHO HAVE DIRECT RESPONSIBILITY FOR THE PROPOSAL/DECISION-MAKING PROCESS.

UGL UNICCO[®], UNICCO[®], UNICCO INTEGRATED FACILITIES SERVICES[®], UNI-Q[®] AND UNICCO GREENCLEAN[®] ARE REGISTERED TRADEMARKS OF UNICCO SERVICE COMPANY.

Section 1: Scope, Approach and Methodology

- Facilities operations management strategies, including a description of any similar capital improvement or facility Respondent has been managing and/or operating in the past five (5) years and with a specific emphasis on engagements lasting ten (10) years or longer. This item should fully demonstrate Respondent's depth and experience with strategies utilized in the management and operation of capital improvements and facilities;

UGL Unicco®'s Facilities Operations Management Strategies are formal written processes and procedures that take an operation from initial start-up and transition to steady state operations. These processes were initially developed in the early 1990's as a specific process for starting up new accounts. They have since evolved from transitioning client portfolios to transforming facilities operations organizations utilizing best-in-class practices. This transition and transformation process is implemented by a group of seasoned specialists from UGL Unicco's Facilities Management Solutions (FMS) Group. The process starts with a formal or, in some cases, informal award of a new assignment. The transition team will, based on the RFP requirements, build a year one bottoms-up budget for the expense side of the account. The outcome will be aligned with the clients' accounting system to insure comparative data can be captured from previous years for cost evaluation. Once the baseline budget is developed, a review of the past 1-, 3- and 5-year maintenance data, if available, is conducted. The review looks at current preventative maintenance schedules, corrective work order history and age of equipment. Using client historical data, along with UGL Unicco's benchmark data, areas are identified that may require enhanced maintenance schedules, recommendations for equipment replacements and/or upgrades. Once client approves suggested changes the yearly budget is adjusted accordingly.

Similar to the expense management of a client assignment, the same team manages capital plans by first conducting a facility condition assessment or FCA. The ultimate goal of the FCA is to develop a capital plan for a client portfolio that balances available funds with immediate needs and sets a strategy for long-term management of a client portfolio to insure best use of funds and reliability of the facility and its infrastructure. To accomplish this, UGL Unicco utilizes a standardized FCA methodology that is customized to the output, tracking and reporting needs of the client. Some examples of finding classifications are as follows; requirements are categorized using:

- *Priorities:*
 - Priority One: Immediate Concerns
 - Priority Two: Short-Term Concerns (1-2 years)
 - Priority Three: Long-Term Concerns (3-5 years)
 - Priority Four: Improvements
 - Priority Five: New Code Requirements
- *Deficiency Categories:*
 - Code Compliance – Accessibility, Building Code & Life
 - Operations – Energy, Maintenance & Security
 - Functionality – Mission, Modernization, Plant Adaptation, Obsolescence & Capacity
 - Integrity – Appearance, Reliability & Beyond Rated Life
 - Environmental – Air/Water Quality, Asbestos, Lead & PCB
 - Renewal – Updating Appearance

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- Demonstration of Respondent’s capacity and capability to satisfy factors such cost control, quality of work, and the ability to commit to and deliver on budgetary objectives, cost estimates and projected cost savings; and

UGL Unicco is confident in our ability to exceed performance expectations. As such, we encourage our clients to enter into a performance-based contract to drive results. Based on our experience with similar organizations, we are willing to negotiate a performance-based contract with a fee-at-risk and reward structure for specific key metrics such as cost control and quality. This will ensure operational alignment to deliver the highest overall value. We are confident that a mutually agreed upon scorecard that contains the key performance indicators with corresponding rewards and penalties will drive best-in-class performance. The scorecard would be delivered in a format and reviewed at a frequency mutually agreed upon with the client.

Included in our Appendix Section, please reference sample service level agreements that we implement at sites to monitor performance, control cost and ensure service deliverables are met.

- Identification of all persons that will be actively engaged in performing the management and operation of the ICC and/or LOS, including for key persons, summaries of their backgrounds and relevant experience and qualifications which correlate to the type of facilities operation management facet being sought by the City. The submission should include a list of major clients and projects each individual has worked on in the last five (5) years and with a specific emphasis on engagements lasting ten (10) years or longer.

The following profiles the experience of the persons that will be actively engaged in performing the management and operation of the Indiana Convention Center (ICC) and/or Lucas Oil Stadium (LOS):

Profiles of Key Management Personnel

Michael Dunn – Senior Vice President

Michael has more than 38 years of experience in the service industry. He currently holds the position of Senior Vice President, devoting his time and efforts building customer relationships and increasing business with many of the Company’s major customers. He also focuses on further enhancement of our excellent customer retention metrics. Previously, Michael held the position of Vice President of Business Development in which he maintained relationships with key customers and national contracts.

Michael has vast experience in all aspects of the industry including operations, administration and business development. He started with Ogden Corp. in 1970, working at Suffolk Downs, and became Treasurer and Chief Financial Officer in 1978. In 1982 he was elected Vice President of Ogden Leisure, Inc. and Executive Vice President in 1985. In 1986 he was named President of Ogden Security, Inc. and held that position until 1996. In June of 1996 UGL Unicco purchased the assets of Ogden and he has held many positions within UGL Unicco since that time.

Michael earned his Master’s degree in business from Babson College and an undergraduate degree in finance from Boston College. He is a member of the Jimmy Fund Council of Greater Boston, serving as President from 1997 to 2001. He is also a member of the ASIS, BOMA, NAREIT, NACUBO, IFMA, ICSC, Corenet Global, Realcom and participates in many other charitable and community organizations.

Tony Shaker – Vice President of Energy Services

Tony has been in the HVAC industry for over 40 years and joined UNICCO in 2005. Beginning as a project engineer in 1965 for a national mechanical contractor, he was promoted to project manager, special projects manager and subsequently contract manager over a 10 year period. In 1976, he joined BALCO, a Boston-based HVAC services contractor, as design/build sales manager and became president in 1987. While at BALCO, Tony started Building Technology Engineers (BTE), an on-site mechanical and electrical operations and maintenance contractor, and grew BTE from \$0 to \$65 million in annual revenues, with offices in Boston, Washington, DC and Orlando, Florida, as well as a presence in 17 states on the eastern seaboard. In 1987 Energy Systems Industries (ESI) was established as the holding company for BALCO and BTE with combined revenues of \$85 million. After selling the company to a \$5.5 billion publicly traded facility services and specialty building contractor in 1999, he held the position of executive vice president with responsibilities for facility services operations throughout the United States.

Tony's industry participation includes Air Conditioning Contractors of America, Association of Facility Engineers, American Society of Heating, Refrigeration and Air Conditioning Engineers, Center for Quality Management, and Building Owners and Managers Association. He has taught courses on HVAC design at Northeastern University and Franklin Institute and has been a speaker and panelist for the National Chamber of Commerce, Building Owners and Managers Association, Wentworth University, Lenox Industries and the Air Conditioning Contractors of America. He has written articles for "Contracting Business" and "Building Operating Management" magazines and was a monthly featured columnist in the "New England Real Estate Journal."

Tony attended Syracuse University and participated in numerous industry seminars. He was awarded "Contractor of the Year" award in 1982 and "Quality Contractor of the Year" in 1997.

Tommy Gunn – Vice President of Facility Management Solutions

Tommy joined UGL Unicco as Vice President, Facility Management Solutions, in April, 2008. Previously, he served as Account Executive for EMCOR Facilities Services at all Fidelity Investment sites in Marlboro, MA, Rhode Island, New York City/New Jersey, Covington, KY and North Carolina where he was responsible for the management and delivery of all real estate services encompassing 4.6 million square feet at five major campus locations.

Tommy, who earned both his MBA and bachelor's degree in business management from Cambridge, MA-based Lesley University, has extensive experience in computer-aided design and Environmental, Health & Safety regulation and previously worked with Trammell Crow as an Area Director, CB Richard Ellis as Director of Facility Management and Johnson Controls as Regional Operations Manager.

Ken Stack – Senior Director of Technical Services

As a member of the Facility Management Solutions Team, Ken oversees the Technical Services Director Team that supports both Business Development and Operations. Ken is responsible for providing integrated technical operations and business management solutions for facilities and plant management clients throughout North America. He provides expertise in the following service offerings: building audits, due diligence investigations, facility commissioning, standard and critical operating procedure creation, process workflow analysis, computerized maintenance management system implementation, facility labor needs analysis, facility design review, operations and maintenance transition management,

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ENERGY STAR® certification for buildings, Leadership in Energy and Environmental Design (LEED) certifications and operations management consultation. The industries he serves include: mission-critical data and call centers, power plant utilities, mass transit systems, manufacturing plants, educational facilities, corporate headquarters and general office space.

Ken's 19 years of accomplishments include the design and on-time/on-budget construction of a \$19 million research and development facility, commissioning of a \$1.6 billion light rail rapid transit system, technical and operational consultation for a 100M+ square-foot portfolio, the creation of operating procedures and training programs for nuclear and fossil-fueled electric utilities, the creation of Environmental, Health and Safety Training Programs for Fortune 50 companies and the start-up and transition management of over 20 million square feet of full-service facilities management accounts.

Prior to joining UGL Unicco, Ken held similar responsibilities at EMCOR Facilities Services, Inc. and plant engineering management positions with General Electric Co. and United Technologies Corp. Ken is a registered Professional Engineer, Certified Facility Manager, Certified Energy Manager and LEED-Accredited Professional. He earned a Bachelor of Science degree in Mechanical Engineering at Rensselaer Polytechnic Institute in Troy, NY and a Master of Science degree in Environmental Engineering at the University of Connecticut in Storrs, CT.

Michael Sullivan – Director of Technical Operations

As Director of Technical Operations, Mike evaluates and supports the technical operations in UGL Unicco's current business as well as works with Business Development in expanding into specialized business lines with new clients. He helps UGL Unicco achieve growth in product and market segments aligned with corporate strategic goals.

Mike has served in a variety of senior management positions with Johnson Controls and EMCOR in Chicago. In addition to overseeing operations and maintenance activities in multiple large accounts, he was most recently responsible for five nuclear power plants operating in the Midwest before coming to UGL Unicco in 2007. Mike holds the Facilities Manager Administrator and the Real Property Administrator accreditations earned through the Building Owners & Managers Institute and he is a LEED AP.

Joe Yozzi – Senior Director of Operations, North Region

Joe is currently the Senior Director of Operations overseeing UGL Unicco's operations for the North Region, reporting directly to UGL Unicco's Vice President and General Manager.

Since he joined UGL Unicco in 2002 as the Director of Operations, Joe has been promoted several times. In March of 2004, Joe was chosen to lead UGL Unicco's Integrated Technical Solutions Team comprising of engineering and estimating services, where he developed an account auditing process to foster compliance to contractual deliverables and operational excellence as well as enhancing communications and accountability through Regional Vice President support.

Joe was promoted to National Director of Construction in October 2005. As the director of UGL Unicco construction services, Joe and his team managed turnkey construction projects across the nation. In April in 2007 Joe moved into UGL Unicco's the Plant Services Group where he managed a portfolio of large international customers. His leadership has lead to significant business expansion as he continues to build a best in class facilities business unit within UGL Unicco's industrial services team.

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Joe has been involved in engineering/technical services and facilities services for over the past 25 years. Prior to joining UGL Unicco, he had account management, engineering and supervision responsibilities with Johnson Controls and construction and engineering responsibilities with Bechtel Construction.

Michael Johnson – Program Manager

Michael Johnson came to UGL Unicco in 2005 as an Account Manager at Unilever Home and Personal Care, a clothing laundry soap and softener manufacturing facility located in Baltimore, MD. Prior to joining UGL Unicco he worked as a Facilities and Maintenance Manager for 10 years at Mikron Industries Incorporated. In 2008, Michael was promoted to Program Manager at Rolls-Royce North America.

Throughout his time at UGL Unicco Michael has been responsible for providing budget development support for multiple sites, hiring/recruiting, transition planning and execution of new site starts, sustaining operations and continuous improvement support, driving quality maintenance programs using PM and PdM technologies and managing different service lines including but not limited to: janitorial, operations & maintenance, grounds/landscaping, administrative services, waste management, pest control and HVAC/R.

Michael has a Business Management degree from the University of Phoenix. Additionally, he is a Certified Maintenance and Reliability Professional (CMRP), a licensed Master Electrician and has 22 years of facilities maintenance experience and business training.

Bob Lockett – Account Manager

Bob Lockett joined UGL Unicco in March of 2009. Bob is responsible for developing effective strategies for improving operations, driving change and reducing costs while providing the services necessary to ensure that all Indianapolis Rolls-Royce facility operations are carried out in the most efficient manner.

Prior to joining UGL Unicco, Bob was a Plant Manager for DTE Energy Services responsible for all on-site operations and energy conservation activities at a Big 3 automotive manufacturing facility. Before that, he held management positions in Plant Engineering, Maintenance and Production for Chrysler Corporation.

Mr. Lockett earned a Bachelors of Science degree in Management from Indiana Wesleyan University. In addition, he has received his Power Engineers Certification from the National Association of Power Engineers, an EPA CFC “Universal” Certification and completed a U.S. Department of Labor apprenticeship obtaining Journeyman status.

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Section 2: Question/Answer Form to the RFI

Question	
Company Profile	
Company name	UNICCO [®] Service Company d/b/a UGL Unicco [®]
Company address	Corporate Headquarters 275 Grove Street, Suite 3-200 Auburndale, MA 02466
Company web page	www.ugl-unicco.com, www.greenservice.com
Location(s) of facilities operated and/or managed (include number of years operator and/or managed), previous and/or existing	UGL Unicco has thirteen (13) corporate and regional offices throughout the United States and in Canada: Auburndale, MA; Boston, MA; Chicago, IL; Toronto, ON; Los Angeles, CA; Atlanta, GA; Dallas, TX; Miami Lakes, FL; Arlington, VA; Bloomfield, NJ; East Hartford, CT; Wilson, NC; and South Portland, ME. From these 13 corporate/regional office locations we service/manage over 900 client accounts with more than 10,000 different work sites.
Number of years on the market	Approximately 2 years (ASX: UGL)
Main services	Please see our attachment, UGL Unicco Main Services, in the Appendix Section.
Main markets/customers	UGL Unicco, a leading provider of integrated facilities services, has over 900 client accounts with more than 10,000 different work sites in entertainment and retail markets, healthcare and industrial facilities, corporate and commercial buildings, educational and financial institutions, and state and federal government agencies throughout the United States, Puerto Rico and Canada.
Awards earned by company	Please see our attachment, UGL Unicco Awards and Industry Recognition, in the Appendix Section.
Litigation currently pending or threatened against company	As an employer with 17,000 employees servicing over 900 clients at more than 10,000 work sites, UGL Unicco naturally is involved in some types of legal proceedings, including general liability and discrimination claims. Many or most of these proceedings are covered by settlement agreements or other restrictions requiring confidentiality. UGL Unicco has no history of violations of state or federal antitrust laws, allegations of corrupt practices, or environmental litigation. UGL Unicco management believes its record of avoiding litigation and regulatory violations is better than the industry average. Management also certifies the resolution of any issues will not materially affect UGL Unicco's financial results or operations. UGL Unicco carries general liability, automobile, workers compensation and EPLI insurance coverage. UGL Unicco employs full-time specialists in workplace safety, insurance and risk, and human resources compliance, as well as in-house legal counsel. If the City of Indianapolis requires additional information, you may contact Vanessa Eustace, Vice President and General Counsel, at (617) 527-5222.
Ownership structure with ownership status in percentage	UGL Unicco is a wholly-owned subsidiary of UGL Limited (UGL).
Structure of parent corporation, joint ventures, subsidiary partnerships of other relevant relationships	Please see our attachment, UGL Unicco Corporate Structure, in the Appendix Section.

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Number of Employees in:	
Total company	16,965
Facilities management	900
Facilities operations	16,000
Accounting	30
Marketing, sales and promotion	35
External relations (e.g., government relations)	195 – UNICCO Government Services (UGS)
Financial Information:	Due to your submission size restrictions, UGL Annual Reports for the past 3 fiscal years can be provided upon request.
Last year gross revenue (per facility)	N/A *
Last year gross expenses (per facility)	N/A *
Last year gross margin (average across facilities)	N/A *
Last year gross revenue of company	\$4,759,307,000 (Australian Dollars)
Last year gross expenses of company	N/A **
Last year gross margin of company	N/A **
Last year gross profit of company	\$143,726,000 (Australian Dollars)
Stock markets where your company is listed	Australian Stock Exchange (ASX: UGL)
Contact person responsible for answering this RFI:	
Name	Mr. Bill Maliff, Senior Director of Business Development
Telephone	(312) 338-7023
Email	bmaliff@ugl-unicco.com
Street address	161 N. Clark Street, Suite 2400, Chicago, IL 60601
Other Questions	
Conditions that are listed in the RFI that cannot be met	N/A
Reference information for past or current customers	Please see our attachment, UGL Unicco References – Present and Past, in the Appendix Section.

* UGL Unicco provides services to approximately 900 client accounts at over 10,000 different work sites. Therefore, we do not track data for gross revenue, expenses or margin per facility.

** Australian financial statements do not include specific line items for gross expenses or gross margin. Upon request, we can provide our parent company's financial statements that provide detailed information on gross expenses and gross margin for the last fiscal year.

UGL Unicco Awards and Industry Recognition

UGL Unicco® officials are working today to lead the janitorial industry toward technology and productivity advancements for tomorrow. These individuals, and their many peers, work to make our customers workplaces safer, cleaner, more efficient and environmentally-friendly. Their contributions help facilitate our operations groups' successes and achieve corporate and industry recognition such as:

UGL Unicco GreenClean Receives PR News Corporate Social Responsibility Award

UGL Unicco GreenClean®, UGL Unicco's "green" facilities initiative, is the recipient of the 2007 PR News Corporate Social Responsibility Award for Environmental Communications.

The Ashkin Green Cleaning Champion Award

The award is given to companies that support The Ashkin Group's mission of creating healthier, more productive indoor environments with lower burdens on natural systems, while creating sustainable value.

ISSA Cleaning Industry Standard Management



The Frost & Sullivan Integrated Facility Management Services Customer Service Innovation of the Year Award

The Frost & Sullivan award is given to companies who have identified emerging trends before they have become the standard in the marketplace.

Frost & Sullivan Integrated Facility Management Services Customer Value Enhancement (CVE) Award

The CVE Award presented to UGL Unicco for demonstrating exemplary management and establishing that the only long-term strategy for improving profitability and market position

Toby Building of the Year Awards

The TOBY award is given to local, regional and national commercial properties by the Building Owners and Managers Association (BOMA). It recognizes excellence in property management, tenant services, customer service, facility services, energy management and other superior performance measures in our industry.

UGL Unicco is proud to have been a service partner for numerous national properties that have achieved this recognition. Included are: Park Place, Turtle Creek, Dallas, Texas; The AARP Headquarters, Washington, D.C.; South Station Transportation Center, 500 Boylston Street and Rowes Wharf Office, Boston, MA.

Affiliate of the Year Award

UGL Unicco has been named the inaugural winner of the Boston Chapter of BOMA's "Affiliate of the Year" award.

Pinnacle Award

BOMA has also presented UGL Unicco its Pinnacle Award for exceptional services in start up activities.

Best Maintenance Organization Award

Maintenance Technology Magazine named UGL Unicco "Best Maintenance Organization" for several consecutive years.

Executive Letters of Commendation

UGL Unicco has received Letters of Commendation from Presidents Bush and Clinton for Outstanding Facility Support Services, Classified Activities, and Presidential Support Facilities. UGL Unicco has also received a Letter of Commendation from the US Comptroller General for Outstanding Facilities Support Services.

Facilities Management Performance Bonus Awards

UGL Unicco has received numerous bonus awards based upon outstanding performance of facilities services.

Supplier Certification

The Foxboro Company's 'Supplier Alliance Process' recognized UGL Unicco based on sustained supplier performance, conformance to requirements, demonstrated commitment and continuous improvement.

Vendor of the Year

Awarded by AT&T for economical and innovative operating methods and the establishment of minority participation.

USA Quality Cup Award

Awarded by USA Today as finalist for UGL Unicco's Bridgestone/Firestone operations in Oklahoma City, Okla.

Safety Awards

UGL Unicco has received numerous safety awards for its facilities work at Dow Chemical Company Texas operations, including Dow awards for Contractor Safety Recognition and Safety Team 2005, The Houston Business Roundtable Certificate of Recognition and Associate Builders and Contractors, Inc. Safety Excellence.

Liberty Mutual Insurance Company awarded UGL Unicco with its Gold Award Safety Commendation. UGL Unicco is one of only 16 companies nationwide to receive this highest award for safety, granted on the basis of four criteria including a minimum of 2 million hours worked, number of fatalities or permanent injuries, loss ratio and rate of injury/illness compared to industry average.

Geon, division of PolyOne, recognized UGL Unicco three times for its exceptional record of no recordable injuries for warehousing operations at eight sites.

UGL Unicco has received the Occupational Safety Merit Award and the President's Letter of Achievement Award from the North Dakota Safety Council for outstanding safety achievements. The unusual two-category award to recognize UGL Unicco 's performance "attests to company management and employees' commitment to safety, their level of training and their job skills."

President's Award

The 2002 President's Award for the Southern Region of APPA (SRAPPA), The Association of Higher Education Facilities Officers, has been awarded to UGL Unicco for "outstanding service as a business partner." UGL Unicco was recognized for its sponsorship efforts of Historical Black Colleges and Universities and the training and professional development work the company has done on a national level with APPA International.

Recycling Awards

BOMA, in conjunction with the Massachusetts Department of Environmental Protection and WasteCap of Massachusetts, Inc., conducted an annual "Race-to-Recycle" contest. UGL Unicco has been recognized for several consecutive years as the leading custodial service provider whose buildings won several awards for exceeding recycling objectives.

UGL Unicco has also been recognized with first place awards for the highest recycling rates in the Large Business and Federal and State Building categories.

Plant Emergency Operations

Consolidated Diesel has recognized UGL Unicco for excellence in its Emergency Response Services Program (including fire brigade, medical, hazardous materials, gasoline, etc.) for four consecutive years at its Whitakers, NC plant.

Director's Challenge for Outstanding Accomplishment

Bridgestone/Firestone's corporate offices recognized UGL Unicco for exceptional reduction of equipment downtime at the company's Wilson, NC facility.

Minority and Mentoring Programs

The Chicago Conference of Minority Owned Businesses recognized UGL Unicco for partnering with women-owned firms in contracts received from the Chicago Board of Education.

The Small Business Administration has twice recognized UGL Unicco's effective implementation of mentoring programs at Newark Airport and in eleven northwest states where the remoteness of some properties required establishment of Native American-owned businesses.

Triple Diamond Award

SportsTurf Magazine awarded Mark Light Stadium at the University of Miami the "Triple Diamond Award" for the top collegiate baseball diamond in the country. UGL Unicco maintains the field for the University.

National Semiconductor "Quest for Gold" Winner

National Semiconductor Corp. awarded UGL Unicco its "Quest for Gold" award, recognizing suppliers for price, performance and quality of service. UGL Unicco provides clean room operations and maintenance services for the company's Maine facility; one of the world's most technologically advanced semiconductor manufacturing plants.

Productivity Award Winner

GE Capital Fleet Services has recognized UGL Unicco as one of ten companies nationally that have demonstrated outstanding Best Practices in achieving fleet management productivity and proving how solid fleet management decisions will positively impact the bottom line.

Texas Instruments Supplier Excellence Award

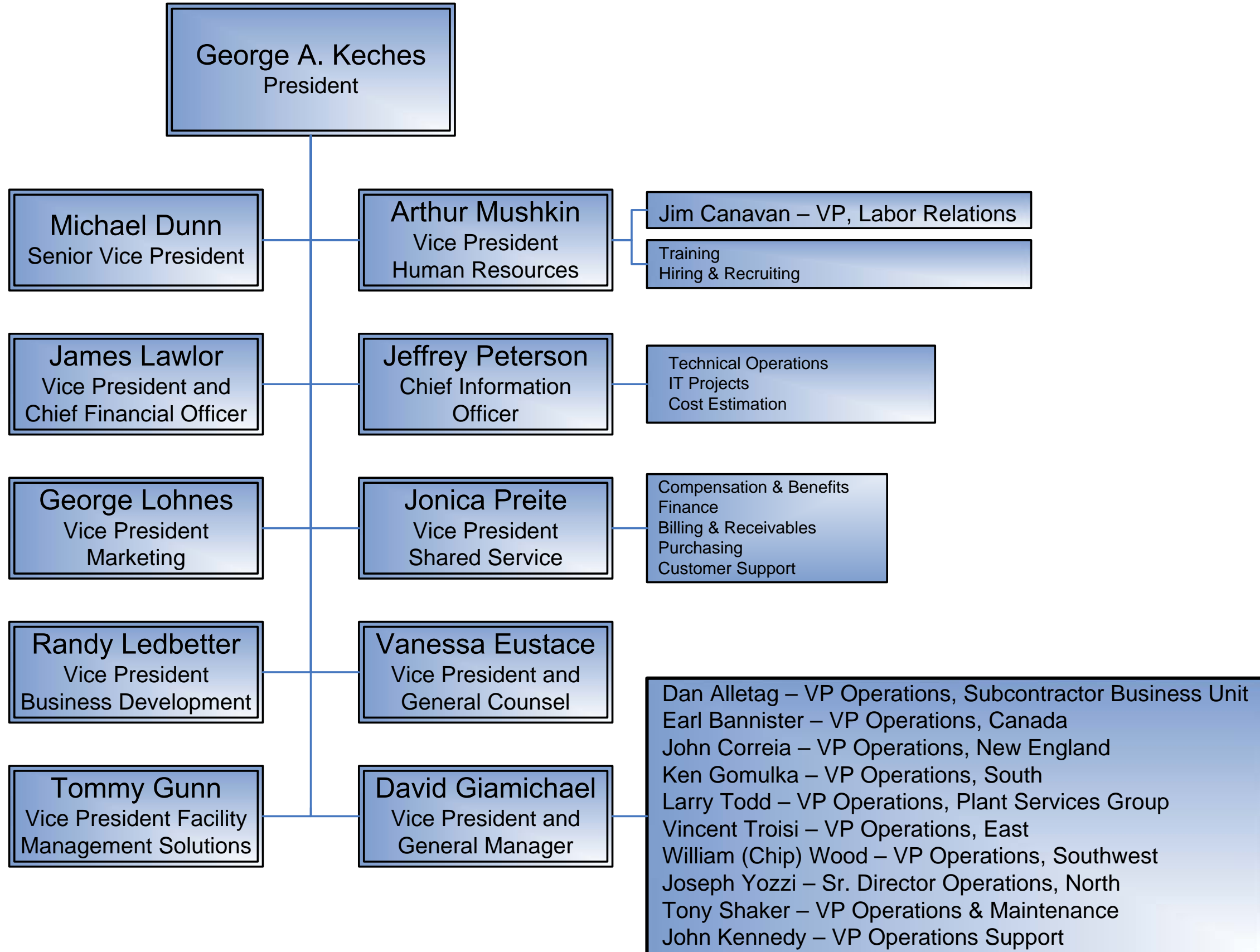
UGL Unicco has been presented with a Texas Instruments (TI) 2007 Supplier Excellence Award and was chosen for exemplary performance in the areas of Cost, Environmental Responsibility, Technology, Responsiveness, Assurance of Supply and Quality (CETRAQ).

PolyOne 2007 Logistics Supplier of the Year Award

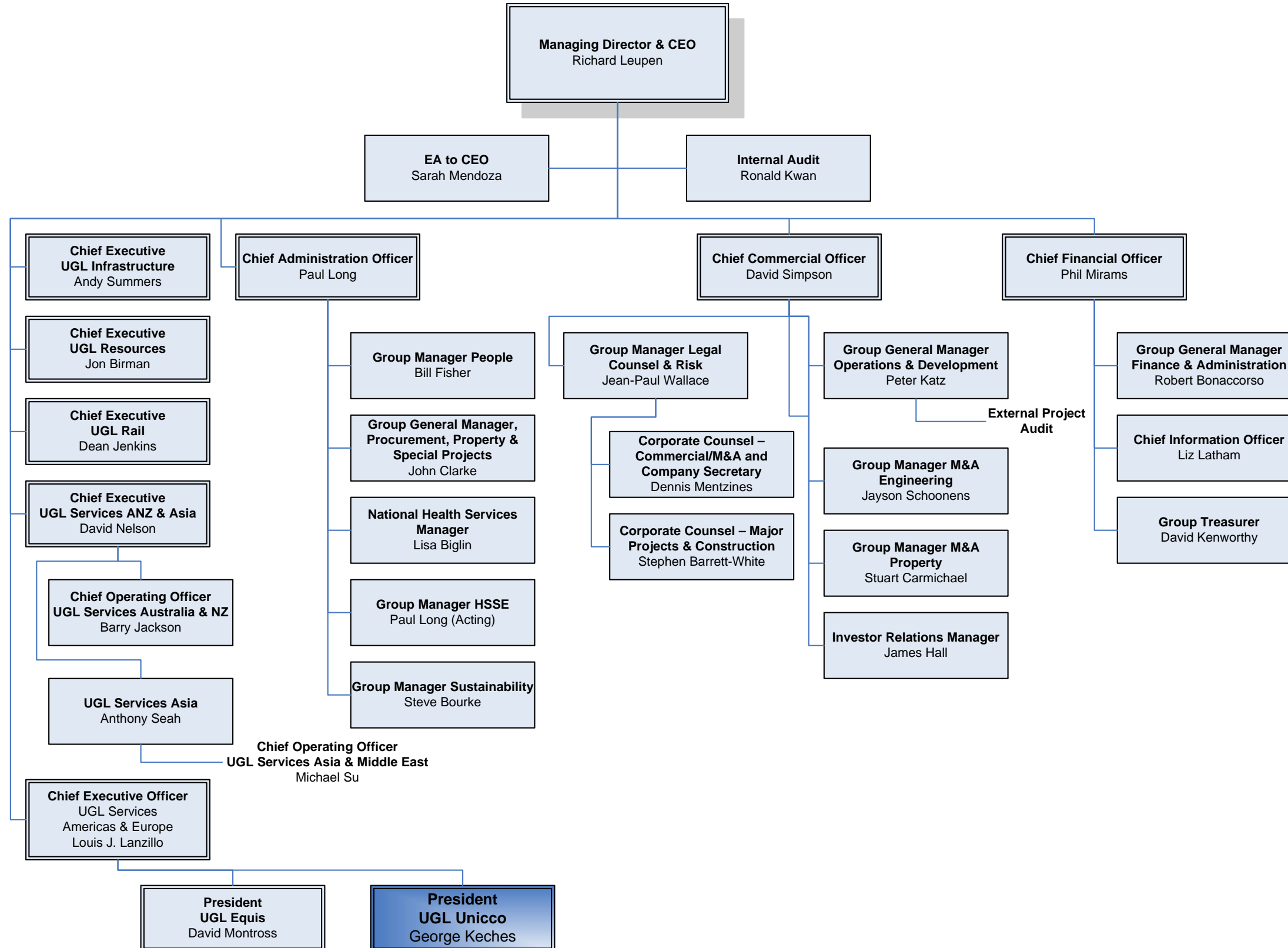
PolyOne noted the following performance selection criteria: UGL Unicco met or exceeded all measurable category objectives with particular improvement in the area of inventory control; demonstrated timely, accurate responses to data or service requisitions; improved processes, and was proactive in RF technology training and implementation.



UGL Unicco Corporate Organization Chart



UGL Limited Corporate Organization (Parent Company)



UGL Unicco Main Services

UGL Unicco® is a leading provider of integrated facilities services to corporate and commercial buildings, educational and financial institutions, industrial, retail, entertainment and healthcare facilities and state and federal government agencies throughout the United States, Puerto Rico and Canada.

UGL Unicco offers extensive industrial and mechanical engineering, plant operations, custodial and maintenance services and administrative services. We provide a single-source solution to more cost effectively and efficiently outsource.

FACILITIES MANAGEMENT		WORKPLACE MANAGEMENT	
<ul style="list-style-type: none"> Financial & Budget Control Supply Chain Management Customer Liaison Minority Contractor Management Operational Liaison With Landlords Energy Management 	<ul style="list-style-type: none"> Subcontract Administration Start-Up Services Total Quality Management Performance Assessment of Vendors Facility Commissioning Facility Decommissioning Property Administration 	<ul style="list-style-type: none"> Space Planning Move Management Project Management Workplace Design Built Drawing Maintenance Compliance With All Health, Safety & Environmental Regulations 	<ul style="list-style-type: none"> Strict Compliance With Security Guidelines Interface With Landlords In Leased Properties CAD Services CMMS Programs CAFM Systems
OPERATIONS AND MAINTENANCE		SITE SUPPORT SERVICES	
<ul style="list-style-type: none"> Critical Systems/Data Center Production Equipment Maintenance/Repair Conveyors & Sorting Equipment Lubrication Programs Storeroom Operation Route Maintenance Material Handling Equipment Machine Tool Maintenance Filter Maintenance Services Building Automation Controls 	<ul style="list-style-type: none"> Central Energy Plant Operation General Operations Support Relamping Services Electrical Plumbing Carpentry Painting HVAC Maintenance Underground Cable Repair Telecommunications Maintenance PA System Maintenance 	<ul style="list-style-type: none"> Janitorial & Housekeeping Services Reprographics Construction Project Management Planning & Scheduling Mail Room Services Reception Services Landscaping/Grounds Maintenance Records Management/ Retention Shipping & Receiving Services Warehousing/Logistics Storeroom Services Distribution Services Window Cleaning Fire Safety Porter/Matron Services 	<ul style="list-style-type: none"> Pest Control Snow Removal Roof Repair Green Plants & Foliage Care (Interior) Audio/Visual Services Secretaries/Clerical Services Service Call Desk Elevator Maintenance Parking Lot Sweeping Waste Stream Maintenance Materials Procurement Environmental & Energy Services Asset Condition Assessment Meeting/Event Set-Up Food Services Security Services NOC

Red = Self-performed

UGL Unicco References – Present

Rolls-Royce



Mr. Mike Sexton
Facilities Services Director, North America
7661 North Perimeter Road
Indianapolis, IN 46241
Phone: (317)230-2395
Fax: (317) 230-6422
Email: mike.r.sexton@rolls-royce.com

Mr. Mike Haughton
Director; HS&E and Facilities (Mt. Vernon)
105 North Sandusky Street
Mount Vernon, OH 43050-2495
Phone: (740) 393-8686
Fax: (740) 399-3401
Email: mike.haughton@rolls-royce.com

Customer Information

- World-leading provider of power systems and services for use on land, sea and air
- Four global markets include civil aerospace, defense aerospace, marine and energy
- Broad customer base comprising 600 airlines, 4,000 corporate/utility aircraft and helicopter operators, 160 armed forces, 2,000+ marine customers (including 70 Navies), and energy customers in 120 countries
- Employs 38,000 people in 50 countries

Locations serviced

- Indianapolis, IN
- Mt Vernon, OH
- Bay St Louis, MS (John C. Stennis Space Center)
- Oakland, CA
- Houston, TX

Contract Highlights

Length of Service: 2008 to Present
Square Footage: 6,072,000
Number of buildings: 63
UGL Unicco Employees: 55

Scope of Services

- Utility plant management/maintenance
 - Boilers & steam distribution (heating & process)
 - Refrigeration (cooling & process)
 - Air compressors (process & testing)

- Plumbing
- Fire suppression
- Electrical (high/low voltage)
- Security
- Janitorial
- Waste removal (hazardous & non-hazardous) & recycling
- Landscaping & snow removal
- Material handling equipment maintenance (e.g., forklifts, cranes)
- Carpentry/painting
- Pest management
- Machine tool maintenance
- Laundry (uniforms, mats)
- Mail distribution
- Reprographics
- Food service management
- Waste and water treatment plant Management
- Space planning/interior design
- Data center maintenance

Gillette Stadium

Mr. James Nolan
Vice President of Operations
1 Patriot Place
Foxboro, MA 02035
Phone: (508) 384-9120
Fax: (508) 384-9247
Email: jimn@patriots.com



Facility Information:

- New England's premier sports and entertainment venue
- Gillette Stadium, a world-class event facility, is home to the three-time Super Bowl Champion New England Patriots and Major League Soccer's New England Revolution
- Stadium features include:
 - The Fidelity Investments Clubhouse, offering more than 6,000 club members access to 120,000 square feet of space to enjoy all year
 - Eighty-seven (87) luxury suites, the largest in the NFL, ranging from 800 to 2,700 square feet
 - A state-of-the-art training facility
- Contract awarded in June, 2008 for the Patriot Place Mall (adjacent to Gillette Stadium), featuring more than 1.3 million square feet of shopping, entertainment and commercial use

Additional Contract Highlights:

Length of Service:	2002 to Present
Square Footage:	3,200,000
Seating Capacity:	Approximately 68,000
UGL Unicco Employees:	132 (up to 350 during events)

Scope of Services:

- Custodial and related services
- Recycling program
- Day porter services
- Window washing
- Emergency services
- Snow removal
- Event policing

TD Garden

Mr. Nicholas Langella
Sr. Vice President Arena Business & Operations
Delaware North Companies
100 Legends Way
Boston, MA 02114
Phone: (617) 624-1050



Facility Information

- Home of the Boston Bruins and Boston Celtics
- Arena hosts 200 public events annually and welcomes over 3.5 million people each year

Contract Highlights

Length of Service: 2008 to Present
Square footage: 755,000
Seating Capacity: Up to 19,580
UGL Unicco Employees: 30

Scope of Services

- Janitorial
- Pre- and post-cleaning
- Landscaping
- Event set-up/breakdown



Massachusetts Convention Center



Mr. James Rooney
Executive Director
BCEC and Hynes Convention Center
415 Summer Street
Boston, MA 02210
Phone: (617) 954-2469
Fax: (617) 954-2299
Email: jrooney@massconvention.com

Facility Information

- Facilities serviced include Hynes Convention Center and the Boston Convention & Exhibition Center (BCEC)
- The BCEC received the 2007 Event Solutions “Spotlight Award” naming it “Convention Center of the Year”
- Holds more than 300 annual events with up to 50,000 attendees including:
 - Microsoft Tech Ed Show
 - American Association of Retired People “Life@50”
 - New England International Auto Show
 - Boston Boat Show
 - Natural Products Expo
 - International Boston Seafood Show
 - We are Boston

Contract Highlights

Length of Service:	2004 to Present
Square Footage:	2,800,000
Number of Buildings:	2
UGL Unicco Employees:	208

Scope of Services

- Full custodial services
- Porter services
- Event services
- Convention services

Air Canada Centre

Mr. David Burchill
Manager, Facility Services
Maple Leaf Sports and Entertainment Ltd.
40 Bay Street, Suite 500
Toronto, Ontario M5J 2X2
Phone: (416) 815-5578
Email: dburchill@mapleleafsports.com



Facility Information

- State-of-the-art stadium/arena
- Home of the Toronto Maple Leafs National Hockey League team, the Toronto Raptors National Basketball League franchise and Toronto Rock National Lacrosse League team.
- 260 annual events including concerts, corporate trade shows, the circus, community events and private functions
- Largest theater in Toronto
- Restrooms: 112
- Restaurants: 4
- Seating:
 - Basketball 19,800
 - Ice Hockey 18,800
 - Concerts 19,800
 - Conventions 10,000
 - Theater 5,200

Contract Highlights

Length of Service: 1999 to Present
Square Footage: 665,000
Number of Buildings: 1
UGL Unicco Employees: 31

Scope of Services

- Post-event custodial services



Chicago Park District

Mr. John Piazza
425 East McFetridge Drive
Chicago, IL 60605
Phone: (312) 742-4276



Facility Information

- The Chicago Park District is comprised of:
 - In excess of 7,400 acres of green space
 - 26 miles of shoreline
 - 520 parks
 - 800 ball fields
 - 250 field houses
 - 90 swimming pools
 - Olympic-size rinks
 - 9 museums
 - Free public zoo
 - Theatre on the lake
 - The Grant Park Music Festival
 - Lincoln Park
 - Garfield Park Conservatories

Contract Highlights

Length of Service: 1994 to Present
UGL Unicco Employees: 10

Scope of Services

- Small equipment maintenance and repair

UGL Unicco References – Past

Simon Property Group, Inc.



Ms. Paula Ramey
VP, Administration & Existing Business
National City Center
215 West Washington Street
Indianapolis, IN 46204
Phone: (317) 263-7653
Email: pramey@simon.com

Facility Information

- Retail centers and malls throughout the U.S. owned by Simon Properties Group

Contract Highlights

Length of Service:	1998 to 2009
Square Footage:	7,138,000
Number of Buildings:	11
UGL Unicco Employees:	108

Scope of Services

- Janitorial services

NiSource Corporate Services (Multiple Locations)



Mr. George Usner
Facility Manager
801 East 86th Avenue
Merrillville, IN 46410
Phone: (219) 647-4472
Email: gusner@nisource.com

Facility Information

- Holding company headquartered in Merrillville, Indiana

Contract Highlights

Length of Service: 1978 to 2009
Square Footage: 1,400,000
Number of Locations: 62
Number of Employees: 3,200
UGL Unicco Employees: 28 (87 subcontracted employees)

Locations

- Virginia: 1
- West Virginia: 4
- Maryland: 1
- Ohio: 14
- Kentucky: 5
- Indiana: 28
- Pennsylvania: 9

Scope of Services

Total facility services (varies by location):

- Janitorial
- Pest control
- Window washing
- Plant maintenance
- Snow removal
- Grounds maintenance
- Purchasing
- Facility maintenance
- Painting
- Carpet & furniture maintenance
- Air, heating & cooling
- Subcontract management
- Mechanical maintenance

Maple Leaf Sports and Entertainment



Mr. Marc Petitpas
General Manager
BMO Field
Exhibition Place
Toronto, Ontario M6K 3C3
Phone: (416) 522-9150

Facility Information

- BMO Field, located at Exhibition Place in Toronto, is Canada's first soccer-specific stadium. With a capacity of 20,000, BMO Field is home to the Canadian National Soccer Team as well as the Toronto FC, Canada's first Major League Soccer team
- In the summer of 2007, it was the main venue for the third most watched sporting event in the world, the FIFA U-20 World Cup, in which it hosted over 260,000 people and 12 games. In its first year of operation, over 500,000 people entered through BMO Field's gates
- There are over 200 points of sale for food and beverage throughout the building
- 35 annual events
- Seating: soccer: 20,000; concerts: 25,000

Contract Highlights

Length of Service: 2007 to 2009
Square Footage: 300,000
UGL Unicco Employees: 750 per event

Scope of Services

- Ushers
- Ticker takers
- Food and beverage service

OK-Caution-Warning-NA

SERVICE LEVEL STANDARDS				●	●	●	●																	
KEY ACTIVITY	PERFORMANCE	MEASUREMENT	INTERVAL	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07
General Management																								
1. General Management	Staff Availability	7x24 Availability	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2. General Management	Invoices: Contract, Chargeback's, Out of Scope	Accurate and timely submittal	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3. General Management	Benchmarking	DELETE From Contract	Semi IFMA																					
4. General Management	Benchmarking	DELETE From Contract	Annual FMDC																					
Support Work																								
1. Support Work	Facilities Service Center	# Requests via phone	Monthly	264	476	432	421	485	378	329	301	256	291	296	328	286	285	339	358	259	344	433	360	427
2. Support Work	Facilities Service Center	# Requests via UWR	Monthly	-	15	301	340	415	360	413	486	472	675	587	469	323	390	387	202	382	283	331	331	267
3. Support Work	Work Management - CMMS	# Rework/Callbacks	Monthly	0	7	6	3	4	5	1	2	0	2	3	2	4	1	0	1	1	1	0	0	2
4. Support Work	Work Management - Conf Svc	# Conference service rooms booked	Monthly	533	527	445	315	497	346	415	406	390	340	325	315	291	338	316	421	335	305	387	306	369
5. Support Work	Work Management - CMMS	# pieces of equipment in CMMS	Monthly	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446	1446
6. Support Work	Customer Surveys	Survey for 10 WO.(Consider # respondents)-(Average survey score)	Monthly	●	●	●	●	●	●	●	●													
												62-3.14	102-3.57	74-3.70	74-3.71	62-3.71	74-3.60	89-3.61	56-3.73	75-3.67	55-3.67	71-3.88	61-3.60	60-3.70
7. Support Work	Business Management	Provide web site changes.	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
8. Support Work	Facilities Communications	Accurate and timely project-related communications	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Data Center																								
1. Data Center	HVAC and Electrical Service	7x24 Availability	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2. Data Center	HVAC and Electrical Service	No unplanned downtime	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3. Data Center	HVAC and Electrical Service	99.999% Uptime	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Safety and Security																								
1. Safety and Security	Safe Work Practice	Staff trained annually	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2. Safety and Security	Safe Work Practice	<1 Reportable for every 25,000 hours	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3. Safety and Security	Safe Work Practice	No confirmed OSHA violations	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
4. Safety and Security	Life Safety/Fire Suppression Systems	100% Customer approved CNA rec'd imp.	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
5. Safety and Security	Life Safety/Fire Suppression Systems	NFPA standards met	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
6. Safety and Security	Life Safety/Fire Suppression Systems	Schedule provided to customer	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
7. Safety and Security	Updated Disaster Recovery Plan	Staff changes provided.	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
8. Safety and Security	Maintain CMG DRP floor plans	Floor plans updated and distributed	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
9. Safety and Security	Response Team	7x24 Staff availability	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Elevators																								
1. Elevators	24x7 Availability	<10 Callbacks/month	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2. Elevators	24x7 Availability	<1 Entrapment/month	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3. Elevators	Quarterly Inspections	# Hrs contractor onsite	DELETE	#	#	#	#	#	#	#	#	#	#	#	#	#	#							
4. Elevators		Contractor Response for entrapment per RFP	Monthly	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
General Maintenance																								
1. General Maintenance	Interior and Exterior Building Finishes, Components and	> 3 out of 5 survey rating	Monthly	●	●	●	●	●	●	●	●	3.45	3.58	3.65	3.62	3.74	3.55	3.64	3.96	3.87	3.78	3.78	3.61	3.63
2. General Maintenance	Interior and Exterior Building Finishes, Components and	# WO generated by Unico vs. CMG staff 30/70 yr 1.	Monthly	38/62	32/68	28/72	27/73	31/69	28/72	37/63	36/64	32/68	34/66	35/65	45/55	45/55	46/54	39/61	35/65	41/59	37/63	26/74	36/64	34/66



OK-Caution-Warning-NA

SERVICE LEVEL STANDARDS				OK	Caution	Warning	NA																								
KEY ACTIVITY	PERFORMANCE	MEASUREMENT	INTERVAL	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07							
Electrical and Mechanical																															
1. Electrical and Mechanical	· Lights and Power	· 7x24 Availability	Monthly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK						
2. Electrical and Mechanical	· Lights and Power, Htg & Cooling	· Operational 99%	Monthly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK						
3. Electrical and Mechanical	· Lights and Power	· # WO Completed per Priority Schedule.	Monthly	42	71	66	76	67	54	72	65	47	66	66	65	65	61	42	36	50	64	49	81	96							
4. Electrical and Mechanical	· Lights and Power, Htg & Cooling	· BAS accuracy	Monthly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK							
7. Electrical and Mechanical	· Heating and Cooling	· Temperature maintained at 73 degrees +/-1 degree during	Monthly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK							
8. Electrical and Mechanical	· Heating and Cooling	· # WO Completed per Priority Schedule.	Monthly	70	183	321	107	241	78	89	91	74	112	90	96	77	87	49	76	66	62	68	91	90							
9. Electrical and Mechanical	· PM Program	· # PM Completed w/in scheduled month	Monthly	69	91	87	207	153	386	85	37	174	261	169	214	114	31	276	115	42	154	150	151	238							
Landscaping																															
1. Landscaping	· Clean, neat and professional appearance	· Delivered per RFP & Owner Rep Inspection	Monthly	2.1	1.4	1.2	1.2	1.1	1.2	1.3	No inspection	No inspection	1.6	No inspection	No inspection	No inspection	1.1	1.2	1.1	1.1	1.1	1.1	No inspection	No inspection							
2. Landscaping	· Clean, neat and professional appearance	· <1 valid customer complaint	Monthly																												
Housekeeping																															
1. Housekeeping	· Customer Satisfaction	· # Repeat Complaints for same area	Monthly	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	0	0	0	0	0	0	0	0	0	0	0	0	0							
2. Housekeeping	• Deciding Customer Approval	· Threshold: <5 Complaints per month	Monthly	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK							
3. Housekeeping	· UniQ Inspection Report	· Threshold: 3 out of 5 rating for UNI-Q weekly	Monthly	CAUTION	CAUTION	3.90	3.93	3.93	3.92	3.81	3.79	3.86	3.98	3.96	3.94	3.87	3.90	3.93	3.92	3.94	3.96	3.93	3.98	3.97							
4. Housekeeping	· Corrective Action Plans	· # Corrective Action Plan Completed	Monthly	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	4	1	3	0	1	2	8	7	2	0	1	0	1							
Audio Visual Services																															
1. Audio Visual Services	• AV Equipment Availability	• Equipment Availability 90%	Monthly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK							
2. Audio Visual Services	• Video Conf Experience	• Dedicated knowledgeable resources on-site	Monthly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK							
3. Audio Visual Services	• Effective conf rm mgmt & scheduling	• Video Conferencing Uptime (Zero failures due to	Monthly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK							
4. Audio Visual Services	• Customer Satisfaction	• >3 out of 5 survey rating NO DEDICATED ? In Survey	Monthly	CAUTION																											
5. Audio Visual Services	• Life Cycle Management	• Asset condition & rec'd	Annually																												
Strategic Facilities Planning																															
1. Strategic Facilities Planning (SFP)	· SFP Support	• Timely response for data requests	Monthly	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION							
2. Strategic Facilities Planning (SFP)	· Monthly Meetings	· Monthly progress meetings	Monthly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK							
Projects																															
1. Projects	· Project Development, Bid Solicitation, Project Mangement	· Completion: On time and on budget	Monthly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK							
Interior Design																															
1. Interior Design	· Maintain CAD Drawings & CAFM Database	· Audit: 100% to CMG standard	Quarterly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK							
2. Interior Design	· Moves-Adds-Changes (MAC).	· # MAC Requests Received/Completed	Monthly	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	386/356	299/259	322/294	327/306	385/327	364/325	275/190	302/281	245/220	296/183	265/250	273/216							
3. Interior Design	· Moves-Adds-Changes (MAC).	· # New Hire Requests Received/Completed HOW about OTHER?	Monthly	0	0	0	0	0	0	0	0	0	59	65	82	57	83	118/93	164/146	131/125	140/99	106/103	139/118								
4. Interior Design	· Moves-Adds-Changes (MAC).	· # WO Backlogged	Monthly	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	CAUTION	56	96	124	145	203	242	161	192	130	190	136	132							
5. Interior Design	· Customer Satisfaction	· # Valid Customer Complaints	Monthly	-	-	-	-	-	-	-	-	1	1	0	0	2	1	2	0	0	0	2	1	2							
6. Interior Design	· Inventory Management	· InScope Inventory Current	Monthly	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK	OK							
Mail Service																															
1. Mail Services	· Delivery and Courier per RFP Schedule	· Survey Results	Monthly	-	-	-	-	-	-	-	-	3.08	3.25	3.39	3.45	3.63	3.46	3.46	3.5	3.45	3.58	3.62	3.46	3.55							
2. Mail Services	· Delivery and Courier per RFP Schedule	· #Complaints	Monthly	-	-	-	-	-	-	-	-	1	0	0	0	0	0	0	0	1	0	0	0	0							